

# MULTI-YEAR OPERATING GRANT 2018-2020 PROGRAM GUIDELINES



Application Deadline: November 14, 2017

## THE PROGRAM

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With a focus on artistic excellence and civic impact, the Winnipeg Arts Council funds, supports and champions development of the arts on behalf of the people of Winnipeg. The Multi-year Operating Grant program is intended to provide ongoing partial support to established arts organizations that have a continuing presence in Winnipeg and a track record of high quality programming or services. They are designed to support a range of activities and art forms, reflecting different cultural traditions and art practices. Organizations receiving support are expected to contribute to the development of their art form, to participate in the development of local artists, to maintain a balance of public investment and private sector support and to maintain strict management and financial controls.

## GENERAL ELIGIBILITY CRITERIA

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*Multi-year Operating Grants are available, upon invitation, to organizations that have as their primary mandate and core activity the creation, production, and/or presentation of the performing, visual, literary, or media arts, open to the public and publicized city-wide. Organizations must have received a Winnipeg Arts Council Operating Grant in the past three years and be invited by the Winnipeg Arts Council to apply. Further, any organization applying to the Operating Grant program must:*

- be registered as a non-profit corporation in Manitoba, governed by a volunteer board of directors
- be based and active in Winnipeg, and provide programming or services that are open to the public and publicized city-wide
- demonstrate an ongoing commitment to the presentation of work by, and employment of, Winnipeg artists
- have ongoing qualified artistic and administrative leadership (which may be combined), and pay principal artistic contributors for their services in accordance with generally accepted professional standards
- have maintained five consecutive years of ongoing, sustained, and regular programming in Winnipeg on a year-round or seasonal basis. A single project does not constitute ongoing or regular programming
- present a three-year plan
- demonstrate sound administrative and financial management along with a diversified annual revenue base that includes earned revenue, funding from other levels of government, and support from the private sector through fundraising, donations, sponsorships, or memberships

Annual and biennial festivals may be eligible if they have completed three editions and have annual operating revenues in excess of \$250,000. A Festival is generally considered to be a multi-day, multi-stage/venue event featuring Winnipeg and national/international performers.

Organizations that provide mainly education or training in the arts may be invited to apply to this program provided that they

- use established, recognized systems of evaluation or adjudication, or
- partner with an accredited post-secondary institution, or
- maintain a standard of national recognition through their programs.

\*Please note that due to budgetary constraints, acceptance into this program for new applicants is extremely limited. Organizations which meet some of the criteria may be directed to the Winnipeg Arts Council's Program Support or Project grants.

## INELIGIBILITY

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Operating Grants are not available to:

- organizations that do not have as their primary mandate and core activity the creation, production or presentation of the performing, visual, literary, film, video or media arts
- individuals
- for-profit organizations
- civic, provincial, or federal departments or branches
- health, social service, religious or sports organizations
- educational institutions (except those mentioned above)
- trade guilds, trade unions or professional associations
- private clubs or community centres
- organizations that hold Winnipeg Arts Council Programming Support or Project grants
- organizations that receive other grants or funds from the City of Winnipeg or any of its agencies.
- organizations with outstanding reports due to the Winnipeg Arts Council

## LEVEL OF ASSISTANCE

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The level of assistance provided by the Multi-year Operating Grant Program is determined by a number of factors including previous levels of Winnipeg Arts Council assistance, size of organizational budget, scope of activity, organizational and fiscal management, and the resources available to the Winnipeg Arts Council. Funding agreements cover a three year period with an equal amount of funding allocated in each of the three years. All funding is conditional and dependent upon an annual allocation from the City of Winnipeg to the Winnipeg Arts Council.

There is no minimum or maximum request in the Operating Grant program, however when submitting a new application organizations should not expect an increase of greater than 10% of their existing Operating Grant amount.

The Winnipeg Arts Council does not fund 100% of an applicant's budget. Applicants must show a range of revenue sources, including earned, private and public sector revenues. Applicants may receive less than the full amount requested. These grants are intended to contribute to programming and administrative costs associated with an organization's ongoing artistic activities; the Winnipeg Arts Council does not provide funding for capital projects, fundraising or deficit reduction.

## APPLICATION PROCESS

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**The application deadline for Multi-Year Operating Grants is 4:00 pm on November 14, 2017. This is not a postmark date.** To be considered for a grant, you must complete and submit the signed, original registration form, and all required materials listed in these guidelines. Applications may not be submitted by e-mail or fax. It is the applicant's responsibility to ensure that the application is complete and received prior to 4 pm on the deadline, regardless of postmark date. Late or incomplete applications will not be accepted.

Once received, Winnipeg Arts Council staff review the applications for eligibility and to ensure that they are complete, and conduct interviews with applicants as appropriate. Submission of a request does not guarantee the applicant will be awarded any or all of the amount requested.

## ASSESSMENT PROCESS

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Applications are assessed by a panel of independent, qualified arts professionals selected on the basis of their familiarity with and expertise in a broad spectrum of artistic practices, and to reflect the range of the applicants. The composition of the panel varies from year to year, depending on the nature and

volume of the applications. A new panel is selected for each competition. Winnipeg Arts Council staff do not vote on applications.

The panel assesses each application against the criteria listed in this document, and with consideration of the applicant organization's ability to achieve the stated goals and objectives in the context of its mandate and direction. The panel also considers the applicant's available resources and stage of development, and the cultural and artistic environments in which it works.

The panel will establish a priority ranking and recommend grant amounts based on the overall merit of each application in comparison with all other applications. Based on these assessments and recommendations, grants are awarded by the Winnipeg Arts Council. There is no procedure for appealing the assessment; however, the Winnipeg Arts Council welcomes comments or suggestions about any of its programs.

Applicants should note that approval is not automatic solely on the basis of meeting the general eligibility requirements. The panel can recommend maintaining, increasing or decreasing funding levels within ranges predetermined by the Winnipeg Arts Council. It may also recommend that organizations no longer maintaining suitable standards be phased out of the program.

### **NOTIFICATION OF AWARD**

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Notification of the award is given to applicants by mail in the spring following the City of Winnipeg's approval of the Winnipeg Arts Council's annual budget. Results are not released over the telephone.

### **PAYMENTS**

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Successful applicants will receive a Contribution Agreement with their grant notification letter. The Agreement will detail the terms and conditions of the grant. The Agreement must be signed in ink and returned to the Winnipeg Arts Council.

All grants are contingent upon an annual allocation from the City of Winnipeg to the Winnipeg Arts Council and upon the Winnipeg Arts Council receiving funds from the City of Winnipeg. Grants will be released annually in one or two installments, dependent on the City of Winnipeg's approval and release of funds to the Winnipeg Arts Council.

### **GENERAL CONDITIONS, CORRESPONDENCE and CHANGES**

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If your organization cannot use the grant at the expected time, decides not to carry out the proposed program of work as expected, or refuses the grant conditions, you must notify the Winnipeg Arts Council immediately.

The Winnipeg Arts Council should be notified of any significant changes to your organization's operating budget, budget projections, programming, governance and administrative and/or artistic leadership on a timely basis. Your organization must also consult the Winnipeg Arts Council, in writing, before making any major changes to the program of work outlined in your application. Please refer to the Concerned Status Policy below. Should a grant be used for any purpose other than that outlined in the original application, the Winnipeg Arts Council reserves the right to request full or partial reimbursement of the grant.

**Note:** The Winnipeg Arts Council reserves the right to reduce, withdraw, delay or suspend a grant in the second and/or third years of a multi-year cycle if it has concerns about the viability of the organization, as informed by the criteria in the Concerned Status Policy.

- All funding is conditional upon the Winnipeg Arts Council receiving confirmation of its annual allocation from the City of Winnipeg in each year of the cycle.
- The term of the Multi-Year Operating Grant is three years.

- Activities cannot be funded retroactively.
- Grant funds cannot be used to reduce or eliminate accumulated deficits.
- No organization may hold more than one Operating Grant at any time.
- Continued funding under the Operating Grant program will depend upon the scope and quality of the applicant's activity and the resources available to the Winnipeg Arts Council.
- The name of the applicant and the amount of the award will be made public in the Winnipeg Arts Council's Annual Report and on its website.
- The Winnipeg Arts Council requires acknowledgement of its financial assistance on promotional and program materials relating to the organizations it supports. The required wording and electronic versions of our logo, in various formats, are available for download directly from our website [www.winnipegarts.ca](http://www.winnipegarts.ca).

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## REPORTING

### *Interim Report*

All organizations that receive a Multi-year Operating Grant must submit Interim Reports at the end of Years 1 and 2 before funding is released for each subsequent year. Interim Reports must include current Financial Statements signed by the Board of Directors, an updated Financial Summary, and Statistics & Activities Reports. Instructions and guidelines for the Interim Report will be provided to successful applicants in the fall of each year.

### *Final Report*

All organizations that receive a grant must report on their use of funds from the Winnipeg Arts Council. If your organization applies for an Operating Grant again in the subsequent cycle, the new application will be considered your final report on your previous grant.

Organizations that do not apply for Operating support in the next subsequent cycle must provide an audited financial statement or a review engagement information on the activities undertaken for the year in which they last received a grant. If your organization fails to submit any required reports, it will not be eligible to apply to the Winnipeg Arts Council until the reports have been submitted.

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## CONCERNED STATUS POLICY

When the Winnipeg Arts Council has concerns about the viability of an organization that has a multi-year finding agreement, it may place that organization on Concerned Status. This may occur if the organization:

- Has a deficit of 10% or more of its annual operating revenues; and/or
- Shows evidence of not being financially viable; and/or
- Has significantly reduced public participation, whether by membership or audience support; and/or
- Fails to demonstrate the ability to plan into the future; and/or
- Fails to address major artistic concerns such as artistic leadership, declining quality of activity, failure to achieve programming plans; and/or
- Fails to meet the professional needs of its constituency; and/or
- Demonstrates management or governance practices that do not conform to generally acceptable practices

The Winnipeg Arts Council will advise the organization of its Concerned Status and outline requirements for its removal from this status. Reporting requirements will become more rigorous. The Winnipeg Arts Council will offer to work with the organization's Board and staff to restore confidence and viability through mutually agreed upon actions. Joint consultations with other funders may be undertaken.

The organization must meet these conditions within a maximum of two years or it will be removed from multi-year support. It may then be treated as if it were a completely new organization, eligible to apply for Project support only. Groups which are successful in restoring WAC confidence in their viability will be eligible for continued consideration under the appropriate multi-year grant program as determined by WAC staff.

## TO APPLY

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Upon confirmation from the Winnipeg Arts Council that your organization is eligible, you may apply for an Operating grant. The application consists of forms downloaded from the Winnipeg Arts Council's website as well as typed materials. Your application will be scanned and/or photocopied. In order to ensure that all necessary components are included for assessment, please take note of the following:

- Where forms are provided, they **must** be used. Do not use the forms as templates or submit additional information.
- Where materials are to be typed, all documents must be typed in 12pt. font size with at least one inch margins, on single-sided, white, letter-sized paper (8 1/2 " X 11") suitable for photocopying or scanning.
- Do not print double-sided.
- Do not staple, clip, or bind applications in any way (folders, binders or plastic covers).
- Do not exceed maximum page limits - materials submitted in excess of the limits will be discarded and not given to the assessors.
- Pages need not be numbered but **must be presented in the order indicated on the application check list** with page breaks for each section all sections. Do not attach required sections as appendices.
- The Winnipeg Arts Council will not accept incomplete applications and/or applications not respecting the prescribed format.
- Only one copy of your application is required.

Application forms must contain original signatures in ink from the organization's artistic and administrative heads as well as the Chair of the Board.

## CONTACT

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After reading this document please direct questions regarding this program to:

*The Winnipeg Arts Council funds, supports,  
and champions development of the arts on  
behalf of the people of Winnipeg*



Dominic Lloyd  
Program & Arts Development Manager  
204-943-7668  
[dom@winnipegarts.ca](mailto:dom@winnipegarts.ca)

# 2018-2020 MULTI-YEAR OPERATING GRANT ASSESSMENT CRITERIA



In order to provide a comprehensive depiction of your organization's activities, please address the following concepts throughout your application. These points will be of varying degrees of importance/applicability to each organization.

**ARTISTIC & CIVIC IMPACT:** Organizations are assessed on the basis of artistic merit and contribution to the art form over an extended period of time. Considerations include

- the clarity of the artistic vision with an emphasis on artistic expression
- how the artistic programming reflects and fulfills the vision and mandate
- the level of artistic practice and advancement to the art form
- a local/national/international perspective that serves the art form
- a commitment to the artistic and professional development of Winnipeg artists
- the distinctiveness of programming activity within the Winnipeg arts ecosystem

Organizations also need to demonstrate public value, support and presence by describing their relationships with audiences & stakeholders. Considerations include

- the ability to identify the organization's audiences and how they are engaged
- what process is in place for audience analysis/evaluation/measurement
- demonstration of sustained/increasing audiences
- how the organization engages diverse communities, including different ages incomes & abilities
- how the organization engages Indigenous, multicultural or newcomer populations

In addition, the organization should be able to articulate its position within the larger Winnipeg public. Considerations include

- the organization's impact on/benefit to the public of Winnipeg
- how the organization promotes an increased awareness of the arts/art form to the public
- engagement & dialogue with the general public, community groups, funders & the private sector

**MANAGEMENT, FINANCES & GOVERNANCE:** Organizations must demonstrate sound management practices. Considerations include evidence of

- transparent professional practices throughout the organization
- qualified leadership; consistent & appropriate relationships with/among staff & volunteers
- realistic and attainable strategies, balanced with appropriate infrastructure to support them, in pursuit of goals & objectives
- sound financial planning & management including financial systems & record-keeping
- diverse public and private revenue support appropriate to the level of activity

In addition, organizations must demonstrate stewardship and accountability in their operations. Considerations include

- a clear statement of mission/purpose that guides the organization
- evidence of proper oversight including a duly constituted Board of Directors, regular meetings and minutes
- participation of a broad base of the community in the Board as well as plans for recruitment, orientation & succession
- a clearly articulated strategic plan

# MULTI-YEAR OPERATING GRANT REQUIRED APPLICATION MATERIALS



All applications must use the forms provided in the Application Materials Package on the Winnipeg Arts Council website. Where forms are not provided, information must be typed in 12 point font using at least one-inch margins on single-sided, white, letter-sized paper suitable for photocopying or scanning. Do not staple or bind applications.

A complete application is comprised of all the sections listed below. Please adhere to the page limits indicated in these guidelines; materials submitted in excess of the allowable limits will not be presented to the jury. Further, materials should be submitted in the order indicated to facilitate processing and assessment. Your application will be presented to the jury in the order received by the Winnipeg Arts Council.

## **Section 1. Grant Registration Form & Checklist** *(using the forms provided)*

Complete the attached Registration Form. Two original signatures are required, one from the Senior Administrative Representative and one from the Board Chair/President. Complete the Application Checklist as you compile your application materials.

## **Section 2. Organizational Profile** *(3 pages max.)*

To provide an understanding of its development and a context for its current activities, outline your organization's mission/vision/mandate and provide a brief history including significant dates, milestones, achievements and so on. Describe the facilities that you use and indicate whether you own or rent them, and whether they are available for use to other arts organizations.

## **Section 3: Leadership** *(3 pages max.)*

**Administration:** Describe the qualifications of your artistic and administrative leader(s) and their experience with your organization, other organizations in Winnipeg, or beyond.

**Governance:** Describe your organization's governance structure and process.

Include any recent or anticipated changes to the governance & administrative team/structure.

## **Section 4: Staff & Board Lists**

Provide a list of your staff, including names, job titles and employment details (i.e. full-time, part-time, seasonal, contract). On a separate sheet, provide a list of your Board of Directors, including brief biographies, positions, and committee participation.

## **Section 5: Overview of past grant cycle** *(2 pages max.)*

Provide a high-level summary of your organization's artistic and operational activities over the past granting cycle giving examples of how the organization has achieved its mandate, contributed to the form, and served artists and audiences. Cite successes & failures, lessons learned, and significant achievements. Identify and update any specific goals from previous applications/reports.

### **Section 6: Three-year plan** *(5 pages max.)*

Describe the organization's artistic and administrative aims for the forthcoming grant cycle, referring to the Assessment Criteria page in the guidelines for specifics. In order to allow for a comparative assessment, your plan should be organized under the following headings:

- Artistic vision & programming
- Audience engagement & public value
- Organizational development/capacity
- Financial management & planning (including fundraising)
- Marketing & communication
- Infrastructure
- Organizational goals
- Other (any statement or message regarding your application you would like to send)

### **Section 7: Request for Support** *(1 page max.)*

If you are asking for an increase in your Operating Grant please explain what changes the increased funds will allow you to make to your programming, services, and operations. If you do not receive your full request, what will your priorities be?

### **Section 8: Financial Report** *(using MS Excel document provided)*

Complete the Excel document provided. Applicants must include all required information including the organization's most recently completed year, actuals and projections for the current year, and a forecast for the next two years. **Operating budgets should balance or show a modest surplus to be considered for support from this program.** Any request submitted showing a planned deficit must be discussed with the Program & Arts Development Manager in advance and accompanied by a written explanation of the deficit as well as the organization's plans to address it.

**All figures must match the attached financial statements.**

Please note that the Winnipeg Arts Council is not currently a member of CADAC and does not accept CADAC forms; applicants **must** use the forms provided by the Winnipeg Arts Council. Most of the information we require is contained in CADAC financial reports and the Winnipeg Arts Council has developed a list of what CADAC line numbers correspond to the Winnipeg Arts Council form. These are outlined in the Definitions tab of the Financial Report spreadsheet.

### **Section 9: Surplus/Deficit Plans** *(1 page max.)*

If your organization has an accumulated deficit that represents more than 10% of revenues for the most recently completed year, you must include a plan indicating what measures are being undertaken to deal with that deficit. A deficit reduction plan should provide a realistic outlook and include specific, detailed targets, timelines and financial goals. If your organization has a surplus that exceeds 25% of revenues for the most recently completed year, you must include a plan for the use of those funds.

Identify any reserves maintained by the organization and provide an explanation of their purpose as well as what rules are in place governing their access/use.

### **Section 10. Most Recent Annual Financial Statements**

Provide a copy of your most recent annual financial statements. Organizations must submit an independently prepared audited statement or review engagement, signed by the Board of Directors.



**Section 11. Activity and Audience Statistics** *(using one of the forms provided)*

Provide data on activities and audience statistics. **Please ensure that you use the correct form:** there is one form for Visual, Literary and Media Arts organizations, and another for Performing Arts and Festival organizations.

**Section 12. Support Material & Public Relations Images** *(using the forms provided)*

Provide one copy of recent promotional materials produced by your organization such as brochures, publications, reviews or other relevant material. This material will not be returned to you. Published audio/video materials may be included for reference, but owing to time restrictions will not be viewed in the context of the assessment panel.

**Organizations must also include an electronic storage device with a minimum of five** print quality jpeg images (300dpi) related to the organization and recent programming. On the form provided, supply accompanying image credits (name, description of work/image, photographer) and a signature authorizing for Winnipeg Arts Council public relations use. **Applications which are received without these images & authorizations are considered incomplete.**