

Program Application Guidelines for Key Cultural Institutions

GUIDELINES – Funding Model for Key Cultural Institutions

Kitchener, Waterloo and Region Shared Assessment Program for Key Cultural Institutions Investment in Key Cultural Institutions

The Region of Waterloo and area municipalities of Kitchener and Waterloo provide financial support to key cultural institutions that are recognized as unique and intrinsic to the cultural infrastructure of the greater region. The artistic and cultural programming they present and the facilities that they manage contribute to the artistic, social and economic vitality of the region.

Key cultural institutions uphold a consistent level of professional standards and have recognized achievements in cultural production and programming at national and international levels. These large organizations are recognized key civic institutions that have joint responsibility for public facilities, or have programming intrinsically linked to those facilities. Their varied and multi-layered programming cements and celebrates arts, culture and ideas regionally, nationally and internationally.

Key cultural institutions demonstrate leadership by encouraging greater community participation through education and outreach, volunteer opportunities, audience development, and partnerships with other arts, cultural and community organizations and businesses. They should lead the region’s cultural sector in creating jobs and wealth, attracting visitors and contributing to the region’s economic prosperity and vitality as a creative hub.

The Region and area municipalities recognize the unique and specific challenges facing large institutions and together, support through grants and in-kind contributions, their organizational and management structures. This support ensures the accessibility and accountability of their programs and facilities for the benefit of our growing and evolving community.

Key cultural institutions include:

- Drayton Entertainment
- Canadian Clay and Glass Gallery
- Kitchener Waterloo Art Gallery
- THEMUSEUM

Purpose

To provide stipulated operating assistance, in the form of a stable funding base to enhance the ability of key cultural institutions to produce, perform or present artistic works and cultural programming and to manage their facilities for the benefit of the people of the region.

Support through this program is not intended to prevent organizations from seeking capital investment or extraordinary special project support from the Region or area municipalities.

Eligibility

The funders periodically review regional organizations to determine which may be designated as key cultural institutions.

General Eligibility Criteria (for support to all cultural organizations)

- Organizations that have as their primary mandate and core activity the creation, production and/or presentation of arts and cultural programmes, notably in the performing, visual, media, literary, and interpretive arts, multi-disciplinary programming and cross-sectoral programs in which culture is a core component,
- Be an incorporated non-profit organization,
- Have an active, accountable Board of Directors,
- Be in continuous operations for at least two (2) years,
- Have diversified revenue sources, including earned, fundraised and other levels of public funding,
- Be situated within jurisdiction boundaries,
- Hire professional administrative and programming staff,
- Maintain paid public programming,
- Pay in accordance with generally accepted professional standards.

Ineligible

- Individuals or for-profit organizations
- Municipal, regional, provincial or federal departments, branches, agencies, boards or commissions
- Health, social service, religious or sports organizations
- Trade guilds, trade unions or professional associations
- Private clubs or community centres
- Training Institutions and Universities.

Eligibility Criteria for Key Cultural Institutions

In addition to meeting the General Eligibility Criteria for support to cultural organizations in the region, a key cultural institution:

- Shares responsibility through operations and/or programming, for a major cultural facility with an area municipality.
- Is among the largest cultural organizations in the region in terms of finance and activity levels (operating revenues greater than \$1 million¹) and maintains multiple layers of staffing and structures. Its facility and production and programming norms² of its industry typically limit its options of scalability.
- Has as its primary mandate the creation, production and/or presentation of arts and cultural programmes³, and cross-sectoral programs in which culture plays a key role⁴.
- Is a recognized standard-bearer for professional artistic and cultural practice and outreach in its discipline. It qualifies for significant recognition and support from other public sources, such as Ontario Arts Council, Canada Council, Department of Canadian Heritage, Trillium Foundation or their equivalents.
- Has multiple series of professionally presented and/or produced programs that are varied in depth and breadth and include significant education and outreach programs.

¹ From page 54 of the original report

² Size, costs and operating requirements and the production and programming norms of its industry (long-range planning and contractual obligations)

³ Primarily artistic or cross-sectoral in cultural focus; excludes organizations with a particular themed, religious or ethno-cultural affiliation

⁴ Notably in the performing, visual, media, literary, and interpretive arts and multi-disciplinary arts. While the Funders recognize the important role many **cultural festivals**, organizations or events play in fostering a sense of community, and cross-cultural sharing, organizations with other core areas of focus such as health, social service, religious, ethnic, sport, tourism or recreation are not eligible as key cultural institutions.

- Creates or presents unique programming that contributes substantially to the vitality, energy and attraction of the region as a whole. Programming garners attention and draws participation across the region and outside of the region. It brings recognition and visitors from beyond regional borders and brings important regional artists to the world.

Levels of Grant Investment

Grant amounts take into consideration the circumstances of the organization, a comparison of periodically benchmarked funding levels with similar organizations locally and nationally, and the available budgets of each funding participant.

Funding through this process is intended for key cultural institutions to pursue ongoing operations and shall not be used for capital purposes including, but not restricted to, the purchase of land, equipment, fixtures or physical facilities.

Procedure

The funders undertake a joint assessment process to develop and sign a funding agreement in principle with key cultural institutions. This process is intended to be collaborative, understanding that key cultural institutions bring specialized knowledge regarding the facility or facilities, audience and artistic and cultural practices. The process is also designed to ensure meaningful and regular communication between organizations and the funders and to ensure the organization's programs are aligned with municipal and regional goals. The goal is to have resilient, healthy organizations that continue to advance strong cultural programs and facilities in the region.

Key cultural institutions each provide a written submission followed by an in-person presentation to engage in a discussion with a panel representing the funders. The discussion provides both the panel and the organization with an opportunity to discuss successes, challenges, goals and concerns. The panel may include an outside expert assessor, at the discretion of the funders. The meeting will be approximately an hour in length.

A sample meeting might consist of:

- Two representatives from the organization, ideally both a senior artistic/cultural leader and management leader.
- Two Board members of the organization, one of who is not on the Executive.
- Senior staff representatives from the Region of Waterloo, the City of Kitchener and the City of Waterloo.
- (Optional) A Councillor from each of the Region of Waterloo, City of Kitchener, and City of Waterloo.
- (Optional) Up to two people with broad expertise in the art form, the governance and/or the financial management of groups similar to the organization.

Assessment and Recommendation

Following the presentations, questions and discussion, the panel will meet *in camera* to determine recommended funding levels to key cultural institutions, based on pre-determined funding levels in a pooled budget envelope for key cultural institutions.

Recommended funding levels will be communicated to organizations and provided by staff members from the Funders to each of the Regional and Area Municipality Councils for information.

In making those recommendations, the panel will be guided by the text in this document and in the eligibility criteria.

The points listed under ‘eligibility’ will also be read as assessment criteria, and in all cases the panel will also consider:

- Community engagement and outreach
- Quality of programming decision-making and artistic direction
- Management direction and financial responsibility
- The organization’s use of the facility and its importance to the region
- Deliverables and recommendations carried forward from the previous year’s funding agreement.

The Funding Agreement

The agreement will define the financial commitment of the funders and the commitments of the organization to operations and activity levels. The purpose of the assessment process is to develop this agreement.

The funding agreement includes statements about:

- The amount of support provided by the funders for at least the first year, along with the recommendation in principle for the amount of support in subsequent year(s) before the next full assessment process.
- The duration of the agreement.
- Interim reporting requirements, conditions and schedule of payments if applicable.
- Any specific distribution of funds to support different activities or branches of the organization if applicable.
- Specific deliverables the organization will undertake before the next funding agreement cycle if applicable.

The funding agreement will include any other relevant issues, such as expected artistic, cultural, management or financial direction of the organization, expected community outreach, including access and outreach to diverse groups and special initiatives to align with municipal goals, such as core development, education, diversity, economic impact, etc. Any deliverables articulated in the funding agreement will inform subsequent funding cycles.

The panel will have the discretion to award multi-year funding if circumstances warrant. In multi-year agreements, a less involved review will take place in subsequent years, referencing the terms of the negotiated agreement.

Other Regional and Municipal Granting Policies

Current and relevant regional and municipal operating grant policies apply to this program except where specifically contradicted by the text in these guidelines. Given the collaborative and multi-stakeholder nature of this process, there will be no appeal structure.

Grant Program Submission Guidelines

- 1) General Information sheet: (Name, address, etc., primary contacts etc.)
- 2) Grant request amount
- 3) Declaration of Officers sheet
- 4) Written Submission
 - a) A narrative of no more than 15 pages*⁵ that includes the following:

⁵ Organizations may submit portions of their OAC or Canada Council Grant application packages, if they feel these narratives respond to the issues above (to a maximum of 15 pages)

- i) Brief statement of the organization's artistic goals and mandate
 - ii) ii. Critical self-assessment of the organization's previous year of programs and activities.
 - iii) iii. Brief description of the next year's planned programs and activities.
 - iv) iv. Critical self-assessment of the organization's current challenges and planned response over the next three years.
 - v) v. Suggestions regarding the targets, activity levels and other measures that the organization will be compared against in the future.
- b) A copy of the most recent annual report and audited financial statement.
 - c) A copy of the CADAC⁶ financial reporting form and statistical reporting form for the previous, current and planned year's budget projections.
 - d) Other relevant documentation such as a strategic plan or as requested by the panel.

⁶ Organizations that are not entered in CADAC should present budget revenues and expenses for the previous year, the current year and the projected year.