



TO: GENERAL COMMITTEE

SUBJECT: BARRIE ARTS AND CULTURE INVESTMENT PROGRAM – 2022 PROGRAM – (IMPLEMENTATION OF RECOMMENDATIONS - CULTURAL GRANT PROGRAM REVIEW)

WARD: ALL

PREPARED BY AND KEY CONTACT: A. DYKE, CULTURE OFFICER DEVELOPMENT, EXT. 4593
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SUBMITTED BY: S. SCHLICHTER, DIRECTOR OF ECONOMIC AND CREATIVE DEVELOPMENT

GENERAL MANAGER APPROVAL: B. ARANIYASUNDARAN, P.ENG, PMP, (ACTING) GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the new Arts and Cultural Investment Program Guidelines attached as Appendix “A” to Staff Report ECD011-21 for the 2022 Program year and to replace the existing Cultural Grant Program, be approved.
2. That the amount of \$80,000 be added to the 2022 Operating Budget in the Economic and Creative Development Department for the Arts and Cultural Investment Program related to one-time pandemic recovery assistance, to be funded from the Reinvestment Reserve.

PURPOSE & BACKGROUND

Report Overview

3. The purpose of this Staff Report is to propose an updated framework for the Arts and Culture Investment Program, formerly the Cultural Grants Program that clarifies the purpose of the program, provides clarity / transparency around the funding guidelines, improves the adjudication process, and reduces the length of the application and labour required to complete it.
4. Further, this report provides some insight into the impacts of the pandemic on the arts and culture sector and requests additional one-time funding to support recovery of this sector.

Art & Culture Investment Program– 2022 Program

5. On June 14th, 2021 Council Motion 21-G-168 approved the Barrie Cultural Grant Review – Report and Recommendations, in principle, and staff were to provide direction to report back on a revised 2022 Arts and Culture Grant Program that addressed the prioritized recommendations related to:

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- a. Clarify the purpose of the grants program and provide clarity / transparency around the funding guidelines (categories, streams, eligibility criteria and evaluation process etc.);
 - b. Improve the grant adjudication process with an eye to effectiveness, transparency and accountability; and
 - c. Reduce the length of the application and labour required to fill it in.
6. The Appendix “A” to Staff Report ECD011-21 provides the complete program guidelines and eligibility for the 2022 proposed Arts and Culture Investment Program. The improvements presented reflect the recommendations from the Cultural Grant Review to modernize the program, bring it in-line with municipal best practice, and provide a stronger framework for funding guidelines, improved adjudication process, and overall user experience.
7. Highlights of the improvements to the 2022 program include:
- i. Funding categories, streams are renamed to better direct applicants to the correct funding streams
 - ii. Eligibility, eligible/ineligible expenses are clarified across all categories, streams and activities
 - iii. Funding thresholds are clarified, specifically identifying that operational funding requests cannot exceed 30% of the total organization budget
 - iv. Evaluation Criteria and Weighting are defined
 - v. Adjudication panel selection and process are laid out for increased transparency in decision making
8. A brief summary of funding streams are as follows:
- Qualifying Arts and Culture Organizations
 - a. Performing Arts Organizations & artists (includes theatre, dance, and music)
 - b. Visual Arts Organizations & artists
 - c. Arts Service Organizations
 - d. Literary Arts Organizations & literary artists
 - e. New Media Organizations & new media artists
 - f. Heritage Organizations
 - Funding Categories
 - a. Operational
 - i. Streams
 1. Organizations with budgets of \$75,000 or more
 2. Organizations with budgets of less than \$75,000
 - b. Projects & Capacity building
 - i. Streams
 1. Projects
 2. Capacity Building
9. In 2021, the application process was moved to an online platform, leveraging the City’s existing application system, which resulted in the removal of redundancies, and more efficient review and completion time. For 2022, additional improvements will be made to the application process based on feedback from applicants and jurors.

10. The following is the anticipated implementation timeline to update the program for 2022:

November 2021

- i. Complete updates to online portal
- ii. Marketing and Education Plan Finalized

December 2021

- i. Applications open
- ii. Execute marketing and education plans
- iii. Peer Adjudicator Information Guides/Materials Completed
- iv. Recruitment and Selection of Peer Adjudication Panel Completed

January 2022

- i. Applications Deadline

February - March 2022

- i. Evaluation Period
- ii. Funding Announcements, Recipient Agreements signed

Pandemic Recovery of the Arts & Culture Sector

11. Consultation with the arts and culture sector in preparation for this report provided the following feedback:
- i. Organizations are forecasting for three to five years of pandemic recovery, for some organizations that has yet to begin.
 - ii. The organizations unable to program in 2021 utilized their operating funding to maintain operations and maintain base contracts and staff to keep their organization active. Those who have been able to host programming in 2021 have leverage the increase to their one-time funding to support recovery, cover unexpected expenses related to administration and health and safety and pivot programming to adapt to online performance and smaller, outdoor engagements.
 - iii. Most organizations are cautiously optimistic for the return to at least some, if not regular programming in 2022. They are expecting increased expenses related to administration and health and safety and to pivot programming or try new avenues for delivery.
 - iv. Organizations are excited for the proposed changes to the funding program, and have expressed support of the eligibility criteria, funding streams and adjudication process. Their feedback has assisted in honing the program guidelines.
12. This valuable information indicates that the City can best support the arts and culture sector through recovery with an additional one-time increase to the Arts and Culture Investment Program in 2022, with a lens on building organizational capacity and supporting efforts to bring organizations into a post-pandemic world.

Summary of Arts and Culture Investment Program – Funding

13. In 2021, the Cultural Grant Program Funding was \$389,785. The funding amount was comprised of \$339,785 base budget funding and an additional one-time fund of \$50,000 to support pandemic impacts. The 2022 budget request is \$344,033.
14. A one-time \$80,000 increase to the fund in 2022 would support pandemic recovery by fund recipients as well as support capacity building and other projects that aim to build sustainability in the arts sector as the province continues to open up.
15. An annual review of the program and its impacts will consider the need to increase the base Investment Fund following the one-time \$80,000 increase. An increase in the annual Arts Investment Program budget would support rebuilding the fund while also funding a broader mix of organizations that apply. It is expected that with increased communications and promotion of the program and the growth of arts and culture sector organizations, more applications from an increasing number of organizations will be received each year.

ANALYSIS

16. The changes to this funding program represent the first step in implementing the recommendations of the consultants that completed the Cultural Grant Program review and working to achieve developing an inclusive, equitable and beneficial arts investment fund that best serves Barrie's arts sector. Program review will occur annually, through feedback from funding recipients and changes will be made when necessary to ensure the program is successful.
17. As a key component to the evolution of the program and ensuring the City is deriving the greatest value for its investment, will be the future implementation of the City's updated Culture Master Plan. The current Culture Plan was created in 2006 and requires an update to reflect the progress and growth of the community. The strategic recommendations can be best assessed with an updated Culture Master Plan that will inform the growth of the arts and culture sector in Barrie and provide guidance on where directing investment into the sector would best achieve the City's goals. Staff are currently targeting this update for the 2023 budget and will give the newly approved Arts Advisory Committee time to form and provide input into the project.
18. Further, an updated Culture Master Plan will support the City in growing its partnership with the MacLaren Art Centre, building on strategic purpose, priorities and focus for the City's investment in this cultural asset. This reflects one of the future considerations of the grant program review's recommendations: to explore other mechanisms / models to support MacLaren Art Centre, as the MacLaren is a unique asset providing service to the community in a City facility as it is not necessarily comparable to other organizations.

Arts & Culture Investment Program – 2022 Program

19. The updates made to the Arts and Culture Investment Program thus far will serve to improve the program by:
 - Increasing clarity on which funding categories and streams are appropriate for which types of applications
 - Defining eligibility across each of the funding categories and streams

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- Providing thorough detail on how adjudicators are selected, and what the expectations are
 - Outlining the full decision-making process, how scoring is weighted and how funding decisions are made
 - Increasing the transparency and credibility of the program through improved program guidelines and updated documents
20. Upon consultation with not-for-profit arts and culture organizations regarding proposed changes to the program, the following changes were made from the base recommendations provided by the consultants who reviewed the program:
- i. The threshold that Operating funding requests cannot exceed 30% of the total organization budget was changed to 60% from the criteria for organizations with budgets of less than \$75,000. It remains for organizations at 30% with budgets of \$75,000 or more. The change was necessary as the pandemic has left some organizations with limited revenue resources to maintain operations as audience ticket sales and membership revenue is still unknown. In reviewing 2021's grant results and recipient feedback, this is expected to only be an exceptional case in one or two smaller organizations with funding asks of \$5,000 or less who are volunteer based with core operating and programming expenses remaining. It is expected that following pandemic recovery the 30% limit will be reinstated to reflect program recommendations.
 - ii. The criteria that organizations must be incorporated not-for-profits in order to receive Operational funding was expanded to state that they "Must be an incorporated not-for-profit organization or co-operative operating as a not-for-profit". This allows for the support of artist cooperatives who provide beneficial services via membership but also operate as not-for-profits offering free services to the community. This adjustment better reflects the overall makeup of Barrie's arts sector that includes Arts Service Organizations with the following eligibility:
 - Membership-based organizations providing services and programming in support of advancing individual or organizational development capacity and promoting awareness of arts and culture in BarrieAll financial reporting to ensure not-for-profit operations is required for funding.
 - iii. The phrasing of the criteria stating that "The organization's head office must be located within Barrie with the majority of their activities occurring in the city" was changed to better reflect the soft borders Barrie shares with neighbouring communities to state that:
 - For organizational funding: "The organization's head office must be located within Simcoe County with the funded activities occurring in the city". And;
 - For project and capacity building funding: "The majority of the organization's operations or the funded project activities are occurring in Barrie".This maintains eligibility for organizations such as La Cle d'la Baie, who do not have their head office in Barrie but utilize funding to provide Francophone programming in Barrie.
21. The updated program guidelines, in conjunction with a robust communications and education plan that includes workshops and webinars, and further recommendations to implement from the

program review will give Barrie's not-for-profit arts and culture organizations a level field to access much-needed funding through the Arts and Culture Investment Fund.

Pandemic Recovery of the Arts & Culture Sector

22. During consultations with organization leads from the arts sector it became clear that the anticipated recovery phase from the pandemic will be up to five years. Many organizations have yet to return to meeting and rehearsing in person, and those that have are coping with increased restrictions related to screening, personal protective equipment and physical space safety. By providing a one-time increase in funding in 2022, the City can assist these organizations in their efforts towards recovery at a time when ticket sales, fundraising and sponsorship revenues are not guaranteed.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

23. There are no environmental and/or climate change impact matters related to the recommendation.

ALTERNATIVES

24. The following alternatives are available for consideration by General Committee:

Alternative #1 General Committee could choose not to provide one-time pandemic recovery funding of \$80,000 in 2022 from the Reinvestment Reserve.

This alternative is not recommended as the arts sector has been one of the hardest hit during COVID-19 and as the province continues to open up, there will be increased pressure on arts organizations to provide entertainment. By providing pandemic recovery funding, the City can indicate its support of the sector and assist it in bouncing back.

FINANCIAL

25. The overall financial implication of this report is a 2022 allocation from the Community Reinvestment Reserve of \$80,000 that is not currently reflected in the 2022 budget plan.
26. The Arts and Cultural Investment Fund is an annual operating budget item that is included in the Cultural Development budget and is reviewed and approved annually by Council as part of the City budget process.
27. Funds dispersed through the Cultural Grants program are leveraged by local arts organizations to access additional funding from other levels of government, and other sources as local support is a key factor in the successful receipt of funding by higher levels of government. These funds also go back into the tax base as they pay for the work of local of local creatives while allowing for the creation of art that drives tourism and entertainment spending.
28. An additional one-time increase of \$80,000 to the fund to support organizations' recovery and capacity building in 2022 is in line with other City efforts to ensure the retention of the City's arts and cultural organizations and overall economic viability through recovery from the pandemic.
29. Future growth of the Arts and Culture Investment Program will be assessed as part of an update to the Culture Master Plan and as recovery of the sector continues. Engagement with grant applicants and the Arts Advisory Committee will be included as part of the process.



LINKAGE TO 2018-2022 COUNCIL STRATEGIC PLAN

30. The recommendation(s) included in this Staff Report support the following goals identified in the 2018 - 2022 Strategic Plan:
- Growing our Economy
 - Offering Innovative and Citizen-Driven Services
31. A supportive cultural grants program that promotes targeted investment positively contributes to the economy through cultural tourism, employment and talent attraction, in addition to the funds leveraged and invested in the community from other levels of government and other programs and sponsors. Further, the wrap-around services provided in complement to a cultural grants program, delivers tools, resources and information to support the growth, stability and resilience of the arts organizations operating in the City.
32. The recommendations in the report support innovative and citizen-driven services by streamlining application process, providing greater transparency and clarity into the program that improves customer service excellence and will allow staff to deliver this service more effectively.

APPENDIX "A" – Arts and Culture Investment Program Guidelines



2022
Barrie Arts and
Culture
Investment
Program
Guidelines

BACKGROUND

A key recommendation of the *Building a Creative Future – A Plan for Culture* report (2006), was the establishment of a Department of Culture. In 2019, the Economic & Creative Development Department was formed, bringing Business Development, Culture and Entrepreneurship together. The responsibilities of this department include those of the former Culture Department: development of cultural policies and strategies that reflect the diversity of the Canadian demographic and programs that build sustainability in the creative sectors. In addition, the department administers the dissemination of funds to support and promote cultural organizations, cultural workers, cultural and creative industries, cultural activities and cultural consumers. The department also provides advice, counsel and strategic planning input on cultural development to all City departments, to City Council and to Barrie's cultural sector through:

- The collection and maintenance of cultural sector information and analysis including statistics, financial profiles, research material, surveys and studies;
- Interaction with the Barrie Arts Advisory Committee, created to connect, market and represent the cultural sector;
- The development of policies to assist and guide the development of cultural infrastructure;
- The recognition of cultural and creative industry achievements through the management of Barrie Arts Awards;
- Communication of the culture sector's achievements and its benefit to the larger Barrie population;
- The promotion of Barrie to cultural and other tourists through the marketing of Barrie cultural and creative industry events and organizations;
- Cultural and creative sector advocacy, mapping, planning, capacity building and the integration of cultural tourism strategies in the direction and planning of other City departments;
- The oversight of cultural sector funding through the administration of operational and project grants.

ARTS & CULTURE INVESTMENT FUND

The overall goal of the Barrie Arts and Culture Investment Program is to help strengthen Barrie's arts and culture ecosystem through strategic investments in the work of artists and creative organizations. Through this investment, the Fund provides Barrie residents and visitors to the area with the opportunity to enjoy and actively participate in arts and cultural activity while:

- Strengthening the relevance, responsiveness, effectiveness and resilience of Barrie's arts and culture sector.
- Developing Barrie's identity as an arts friendly City.
- Enhancing Barrie's social, economic and cultural prosperity by supporting Council's 2018-2022 Strategic Priorities.

We welcome diversity of cultural and artistic expression and practice.

The total amount of money dispersed through the Arts and Culture Investment Program will vary from year to year depending on the Economic & Creative Development Department's annual budget allocation from Barrie City Council. This, and the priorities reflected in the strategic goals and objectives set by Barrie City Council, will determine program budgets and how funds are allocated through each program.

Principles in Awarding of Funds

The Economic and Creative Development Department is guided by three key principles in the awarding of funds through the Arts and Culture Investment Fund: first, arm's length – which defines its relationship with all levels of government, secondly, peer assessment – which defines its relationship with the arts community and third, reflecting the diversity of the community.

The department operates at arm's length from all levels of government in awarding funds. It has full authority to make funding decisions within the priorities reflected in the strategic goals and objectives set by the department and approved through the budget process by Barrie City Council each year. Funding decisions are directed to supporting and building excellence within Barrie's arts and cultural organizations and projects. This ensures that decisions made are based on artistic and organizational merit, not political criteria.

Peer assessment ensures that the department uses knowledgeable arts professionals to assess funding applications, advise on priorities, and make recommendations on the awarding of funds. Through peer assessment, the department will directly utilize the expertise of the broader regional, provincial and national arts community to ensure that funds are awarded to arts organizations and projects with the utmost integrity, transparency and fairness. Peer assessment is regulated by departmental policies, processes and procedures that are approved by Barrie City Council and are consistently communicated and applied.

Building Capacity in the Arts

The oversight provided by the Economic and Creative Development Department will support the development of arts and culture organizations in Barrie. This will encourage a deeper understanding of the advantage that the arts bring to us all. Supporting excellence through the awarding of funds helps to build better arts organizations and is a stepping stone to Barrie's future in the development of arts audiences, excellence within our arts sector, growth of our arts and culture economy, and the promotion of Barrie as a cultural tourism destination.

Supporting the growth and sustenance of the arts in Barrie through focused investment in our arts and cultural organizations enriches the quality of life of Barrie residents, provides increased educational opportunities, and supports the growth of our economy. The department will, through its Arts and Culture Investment Fund, sustain excellence, regional activity, and linguistic and cultural diversity and identity.

Community participation is also a priority outcome of our arts funding. Barrie's Arts and Culture Investment Program will support and encourage opportunities for arts education, public participation, and community involvement.

FUNDING CATEGORIES

The City provides ongoing support to not-for-profit arts and culture organizations in Barrie through three types of grants – operational, project, and capacity building.

OPERATIONAL CATEGORY

Provides annual grants with a stable funding base to support the operation (administration and programming) of established professional, semi-professional and emerging arts and culture organizations operating within Barrie to enable them to further their mission.

Two Streams:

1. Operating Budget of \$75,000 or more - An incorporated not-for-profit professional or semi-professional arts and culture organization that has an operating budget of \$75,000 or more at the time of application and has a history of sustained activity on a year-round basis.
2. Operating Budget of less than \$75,000 - An incorporated not-for-profit professional or semi-professional arts and culture organization that has an operating budget of less than \$75,000 and has a history of sustained activity on a seasonal or year-round basis.

Note: For organizations whose operating budgets are \$75,000 or more funding requests cannot exceed 30% of the total organization budget. For organizations whose operating budgets are less than \$75,000 funding requests cannot exceed 60% of the total organization budget.

Eligibility:

- Must be an incorporated not-for-profit organization or co-operative operating as a not-for-profit.
- The organization's head office must be located within Barrie with the majority of their funded activities occurring in the city.
- Must have been in operation for two years.
- Must be operating year-round with a demonstrated record of offering programs and services that are open to the public and publicized city-wide.
- Must have proof of sound financial management.

Eligible Expenses:

- All ongoing artistic and administrative expenses are eligible

Ineligible Organizations and Expenses:

- For-profit organizations and ventures.
- Religious activities.
- Religious organizations.
- Political parties.
- Hospitals.
- Foundations.
- Funding bodies or organizations.
- Business Improvement Associations.
- Sports Teams.
- Programs or events that promote the Corporation of the City of Barrie.
- Organizations whose activities are deemed to come under the jurisdiction of other levels, divisions, departments or agencies of the City of Barrie or other governments, i.e. school boards, post-secondary institutions, social service organizations.
- Fundraising activities.

- Activities that take place outside of the city of Barrie.
- Capital projects.
- Purchasing of buildings / real estate.
- Renovations.
- Equipment purchases.
- Alcohol.
- Travel.
- Deficit reduction.
- Retroactive activity.
- HST.

Other Eligibility Notes:

- Applicants with any outstanding final reports or other requested follow up material are ineligible for subsequent funding.
- Late applications will not be accepted.
- Funding applications must not be signed by City of Barrie employees or City Councillors.
- All applicants are strongly encouraged to contact staff prior to submitting an application to discuss their program details.
- Organizations that receive an Operating grant may also apply for either a Project & Capacity Building Grant (one stream only) and only if they are applying for under \$50,000 in operating funding.
- City of Barrie employees who wish to apply to the Barrie Arts & Culture Fund must contact the program manager (Culture Officer – Development) prior to applying and may be asked to sign applicable Conflict of Interest forms.

PROJECTS & CAPACITY BUILDING CATEGORY

Provides grants to arts and culture organizations to support project-based initiatives that contribute to the development of Barrie's arts and culture sector by exposing more individuals, communities and areas of the City to creative experiences (Projects) or; to support capacity building strategies, organizational development projects and professional development initiatives to build administrative and management capacity in the arts (Capacity Building).

Two Streams:

(Applicants may only apply to one stream per year)

1. Projects - Open to both established and emerging not-for-profit professional or semi-professional arts and culture organizations that have been in operation for at least one year.
2. Capacity Building - Open to both established and emerging not-for-profit professional or semi-professional arts and culture organizations that have been in operation for at least one year.

Eligibility:

- Can be an incorporated not-for-profit organization or an unincorporated group with not-for-profit goals and governance structure.
- The majority of the organization's operations or the funded project activities are occurring in Barrie.
- Must have been in operation for at least one year.
- Must have a demonstrated record of offering programs and services that are open to the public and publicized city-wide.
- Must have proof of sound financial management.

Eligible Expenses:

For Project-related activities:

- Costs including supplies, fees and expenses for artists, artisans, demonstrators, and performers of arts and cultural activities.
- Volunteer costs (e.g., training, food, non-alcoholic beverages, distinctive clothing).
- Logistical, production and technical requirements (except for alcohol related costs).
- Marketing, promotion and audience development.
- Administration.
- Insurance.
- Policing and security cost (except for those costs related to alcohol).
- Road closure expenses.
- Evaluation.

For Capacity Building-related activities:

- External experts / consultants / coaches' fees and travel costs (travel limited to Ontario).
- Professional development fees and travel for participation in seminars or workshops.
- Mentor and job shadowing honoraria and travel costs (limited to within Ontario).
- Fees related to the use of licensed organizational development tools and related costs.
- Direct administrative costs related to the project.
- Public consultation costs.

Ineligible Organizations & Expenses:

- For-profit organizations and ventures.
- Religious activities.
- Religious organizations.
- Political parties.
- Hospitals.
- Foundations.
- Funding bodies or organizations.
- Business Improvement Associations.
- Sports Teams.
- Activities, events or projects that have taken place before the program deadline date or that have been completed before the results of the granting process have taken place.
- Programs or events that promote the Corporation of the City of Barrie.
- Organizations whose activities are deemed to come under the jurisdiction of other levels, divisions, departments or agencies of the City of Barrie or other governments, i.e. school boards, post-secondary institutions and social service organizations.
- Fundraising activities.
- Capital projects.
- Purchasing of buildings / real estate.
- Renovations.
- Alcohol.
- Deficit reduction.
- Retroactive activity.
- HST.

Additional Project stream-specific ineligible expenses:

- Ongoing operations not directly related to the project.
- Day-to-day collections management activities not directly related to the project such as acquisitions, conservation, accessioning / deaccessioning, cataloguing, inventory, photography and the digitization of collections.
- Purchase of equipment not directly related to the project.
- Capital costs.
- Development of project proposals or applications.
- Website development projects linked to in-house operations and not related to the project.
- Alcohol and associated expenses (permit fees, police, fencing, etc.) required to provide alcohol to project participants.
- Creation, production and / or distribution of souvenirs.
- Travelling costs.
- Expenses related to competitions (e.g., purchase of prizes, expenses of jury members).
- Expenses not directly related to the project or project components / activities that take place outside of the city of Barrie.

Additional Capacity Building stream-specific ineligible expenses:

- Attendance at annual professional service organization general meetings or conferences.
- Ongoing operating costs (including staff time).
- Publications.
- Undergraduate, post graduate or other academic and professional training.
- Capital project planning studies.
- Capital and equipment costs.
- Mandated training (e.g. Workplace Hazardous Materials Information System (WHMIS) or Accessibility for Ontarians with Disabilities Act (AODA)).

Please note:

- The acceptance of an organization's application is not a guarantee of funding; an organization that has received funding in the past may be denied.
- Your application may be denied if the organization has not submitted their funding report from the previous year prior to applying for the current year.
- The City expects other community support through other government contributions and/or self-generated income, and the City of Barrie Arts and Culture Investment Program is never to be the sole source of revenue of any applicant.

Organizations That Qualify

Performing Arts Organizations: (includes theatre, dance, music, and spoken word)

- Producing and presenting programming, activities and services primarily in the disciplines of dance, theatre, spoken word and music; or
- Contributing to public participation, community involvement in performing arts and arts education

Performing arts grants contribute to the development and provide operating support to performing arts organizations in Barrie, to assist them in producing and presenting programs and providing services to the public. The program funds performing arts organizations that contribute to arts education, public participation and community involvement in the performing arts. Through their professional staff, or board of directors performing arts organizations create a context in which performances and performers are seen in relationship to their discipline, to their community, and to the national professional practice within each field.

Visual Arts Organizations: (includes public art galleries)

- Preserving, interpreting, and presenting works of art and holding art collections in trust; or
- Creating a context in which artists and their works are viewed in relationship to visual arts, culture and the community at large

Visual arts grants assume an organization's leadership role in the promotion, encouragement, and interpretation of the visual and media arts. These organizations provide a meeting place that stimulates dialogue, advocacy, animation and education. Within their facilities and the broader Barrie community, visual arts organizations support an atmosphere that encourages an appreciation and comprehension of the visual arts. Through qualified staff, they create a context in which artists and works of art are seen in relationship to the visual arts, to community and to culture. For the benefit of the people of Barrie, visual arts organizations, including public art galleries, preserve, present, and interpret works of art and can hold art collections in trust.

Arts Service Organizations:

- Membership-based organizations providing services and programming in support of advancing individual or organizational development capacity and promoting awareness of arts and culture in Barrie; or
- Contributing to community participation, arts education and public involvement in the arts and culture in Barrie.

Arts service organizations support Barrie's artists and arts organizations. Grants will contribute to the development of arts service organizations (ASOs) that provide services and programs to support their members' professional and amateur careers or organizational development and promote an awareness of the arts in Barrie. The ASO program funds activities that contribute to arts education, public participation, and community involvement in the arts in Barrie. Priority is given to organizations that provide service to Barrie's artists and arts organizations, who reflect the range of artistic practices in the community, while supporting excellence, regional activity and linguistic and cultural diversity. Activities and initiatives supported should contribute to the professional and/or career development of artists and arts organizations in Barrie such as:

- Skills development programs and workshops
- Networking opportunities (conferences and seminars etc.)
- Delivery of training and advice to members
- Communications to and information for professional artists and arts organizations
- Need analysis, membership and audience surveys

- Arts organizations board development and governance issues

Literary Arts Organizations:

- Producing literary works in forms that include, but are not restricted to fiction, non-fiction, short stories, poems, play writing and screen writing; or
- Contributing to public participation, community involvement in the literary arts.

Literary arts can be defined as an art form that is expressed and draws its inspiration and subject matter from literary texts. It may include, but is not restricted to; fiction, non-fiction, short stories, poems, play writing and screen writing. Organizations that are collectives of literary artists or associations serving literary artists are eligible to apply.

New Media Organizations:

- Producing and presenting programming, activities and services primarily in a form that creates, displays, and interacts with imagery, sound and text involving technologies such as, but not limited to, video, film, internet, computer graphics, computer animation and interactive technologies; or
- Contributing to public participation, community involvement in new media arts.

New media organizations are organizations that have evolved because of newly developed technologies. New media can be defined as an arts genre that creates, displays, and interacts with imagery, sound and text involving those technologies. New media therefore encompasses arts works created with these recently developed technologies, and include, but are not restricted to, video, film, internet, computer graphics, computer animation and interactive technologies.

Heritage Organizations:

- Principal focus: Celebrating Barrie's heritage, history and increasing public appreciation and awareness of historical events, people and places through creative and innovative collaboration between historians, archivists, artists and the Barrie community.
- Scope of eligible activities to be aligned with the mandate of the City of Barrie's Heritage Committee.

Heritage organizations are organizations that have evolved their programming around preserving the traditions and historical practices of the community. Heritage practices are ones handed down from our ancestors, such as storytelling.

Financial Reporting for Operating Grants only:

- Verification of financial results of the last completed fiscal year must be submitted with your applications.
- For requests over \$50,000, audited financial statements are required. Requests between \$20,000 and \$50,000 require a review engagement report. Requests \$20,000 and under require an unaudited financial statement that includes a balance sheet and a statement of income and expenses.

Evaluation Criteria and Weighting

The following criteria recognize that all applications are examined in the context of the strategic goals and objectives set by Barrie City Council each year, as well as the program budget and the number of applications to the program.

Advisory panels evaluate organizations applying for funding using the following criteria in the context of each organization's stated mandate, the scale of its operations and the aesthetic, geographic and/or cultural environments in which it works.

Each application will be evaluated by a peer-adjudication panel using the following criteria and weighting:

OPERATIONAL CATEGORY

35% - Artistic / Programming Merit and Impact

35% - Organizational Effectiveness and Capacity

30% - Community Contribution and Impact / Alignment with City Strategic Priorities

Artistic / Programming Merit and Impact as demonstrated by:

- Contributes to the development of the art form and the artistic / cultural field:
 - Clear programming vision that reflects the organization's mandate and/or mission.
 - Successful track record of artistic achievement evidenced by standards of excellence in creation, production, exhibition, writing, editing, performance, design, programming and /or services.
 - The applicant's activities bring provincial, national and/or international recognition to Barrie.
 - Leadership contribution to the development of the arts sector.
 - Artistic resources allocated to fulfill its mandate, activities and plans.
 - A demonstrated commitment to the development of Canadian work through creation, presentation and or programming at the local, regional, national and/or international level.
 - Relationships with artist and arts and culture organizations.

- Contributes to the development of itself as an arts and culture organization:
 - Clear and detailed artistic goals and objectives.
 - A demonstrated commitment to the development, presentation and promotion of Canadian talent, Provincial and/or local and regional artists.
 - Qualified professional artistic and management personnel.
 - Policies and practices to compensate artists, artistic and management personnel appropriately.
 - Professional development opportunities for artists, artistic and management personnel.

- Contributes to the development of its audience:
 - Artistic programming that engages its audience.
 - Additional activities and/or education programs that inform, deepen, broaden and diversify its audiences and their involvement in the organization's work and its experience of the core artistic program.
 - Audience development initiatives aimed at reaching Barrie's broad, diverse community.

Organizational Effectiveness and Capacity as demonstrated by:

- Governance and Planning infrastructure via:
 - Responsible oversight and active engagement of the Board.
 - A governing body with the necessary structure, composition, and range of skills that reflects Barrie's demographics.
 - A governing body with job descriptions, defined roles, and a system for evaluating its own performance and has policies for governing body renewal and recruitment.
 - Succession plans for members of the senior staff and/or board of directors.
 - Short and long-term artistic and business plans that guide the governing body and organization in evaluating its success and adapting to changing conditions.
 - Effective evaluation systems to inform planning and achieve fulfill their mission / mandate.
- Operational infrastructure via:
 - Responsible and accountable management.
 - Plans that guide the allocation of financial and human resources and qualified professional artistic and administrative staff of the necessary size and composition.
 - Policies / plans including, human resources, compensation, codes of conduct and professional development policies and practices to ensure safe and equitable working conditions.
 - Plans that guide the management and maintenance of physical resources, including collections, archives, equipment and inventory applicable, production, presentation or exhibition space.
 - Plans to adjust operations to adapt to unforeseen circumstances (i.e. pandemic-like events).
- Sound Financial infrastructure via:
 - Financial stability and viability.
 - Balanced sources of earned, private and government revenues with plans that generate earned, private, and government revenues.
 - Break-even or surplus budgeting that includes accurate and timely financial records and financial projections justified are detailed in the application.
 - Plans for any accumulated unrestricted surplus or restricted reserves exceeding 25% of the budget, a viable deficit reduction plan if there is an accumulated deficit exceeding 10% of the budget, and policies for and management of organizational assets.

Community Contribution and Impact / Alignment with City Strategic Priorities as demonstrated by:

- Economic Contribution via:
 - Employment and training opportunities for Barrie artists, cultural workers and contractors.
 - Direct and indirect spending in Barrie.
 - Strong and successful relationships and partnerships with the business community.
- Quality of Life Contribution via:
 - Activities that build partnerships/relationships with the arts sector and with the broader community by fostering a sense of place/community.
 - Artistic programming and activities that encourage public appreciation and participation in the arts.
 - Artistic programming and activities that promote equity and inclusion by engaging with and providing access to artistic and cultural opportunities to under-represented communities.
 - Offering meaningful opportunities for volunteers.
 - Strong and successful relationships and partnerships with the not-for-profit community.

- Commits resources to, monitors the effects of public engagement activities, and has strategies for volunteer and donor engagement and management.

PROJECT STREAM

35% Organizational Effectiveness and Capacity

35% Project Merit

30% Community Impact

Organizational Effectiveness and Capacity as demonstrated by:

- Applicant's capacity to deliver the project as proposed and in a manner that demonstrates responsible management.
- Projected project outcomes are realistic.
- The ability to generate earned and private sector revenue for the project (as needed).
- The project demonstrates good use of public funds.

Project Merit as demonstrated by:

- A successful track record in project planning and delivery.
- A clear project direction which reflects the organization's mandate.
- Effective plan including all necessary resources to allow the project to take place- a balanced and realistic budget, volunteers, staff, time management, etc.
- A clear plan to evaluate the success of the project.
- Appropriate and effective marketing and promotion of the project and identifies a target audience.

Community Impact as demonstrated by:

- The project will add to the unique identity of Barrie by providing new, improved or innovative ways for the public to participate.
- The project's potential to generate public support, participation, attendance, and its ability to offer meaningful opportunities for volunteers.
- The project demonstrates strong and successful relationships and partnerships with the for-profit and the not-for-profit community.
- The project offers a unique cultural experience for the residents of Barrie.

CAPACITY BUILDING STREAM

50% Organizational Effectiveness and Capacity

40% Project Merit

10% Community Contribution and Impact / Alignment with City Strategic Priorities

Organizational Effectiveness and Capacity as demonstrated by:

- Alignment of the project with the organization's vision, mandate / mission and place in the community.
- The capacity of the organization to successfully complete the project.
- The probable impact on the organization and its ability to respond to change.
- The capacity of the organization to apply the results of the project.

Project Merit as demonstrated by:

- The approach to monitor and evaluate the results of the project.
- The suitability of the external expertise (if applicable).
- The project budget.
- The understanding of the capacity issue(s) facing the organization.
- The suitability of the project to address the capacity issue(s).

Community Contribution and Impact / Alignment with City Strategic Priorities as demonstrated by:

- The suitability of the project participants and / or collaborating organizations.
- The skills exchange and / or learning that will be achieved.

APPLICATION PROCESS

Application Information Use

In addition to providing important information for the assessment of the funding application, both the financial and statistical parts of the application provide the City with valuable information enabling them to effectively advocate on behalf of the arts in and for Barrie.

Application Forms

All application forms are posted on the City of Barrie website. There are three mandatory forms: the application, the statistical form and the financial form.

Microsoft Excel versions of the Financial and Statistical forms can be downloaded from the City website, www.barrie.ca/culturalgrants. Formulas have been entered into these documents for subtotals, totals, and carry-overs from one year to the next. The formulas along with the line items cannot be changed. Altered forms will not be accepted.

Please use the checklist provided at the start of your application form. This will ensure you have submitted a complete application.

What to Submit

For Operational funding, you must submit either audited financial statements or verified financial results.

For requests over \$50,000, audited financial statements are required. Requests between \$20,000 and \$50,000 require a review engagement report. Requests \$20,000 and under require an unaudited financial statement that includes a balance sheet and a statement of income and expenses.

Important: Please check to ensure that your application is complete, signed, accurate, legible and submitted with the correct supplementary forms. We will not automatically notify you when we have received your application package, nor will we notify you if your package is incomplete.



Please check your application with this following checklist before submitting.

Operational

- Operating Application (over \$75K or under \$75K)
- Financial form
- Statistical form
- Financial statements

Project

- Project Application
- Project financial form
- Statistical form

Capacity Building

- Capacity Building Application
- Capacity Building financial form
- Statistical form

How to Submit Your Application

Applications and required forms and documents must be submitted via the online submission link for APLI available at www.barrie.ca/CulturalGrants. You will be required to create an account before submitting your application, so it is recommended that you login in early to do so. It is the applicant's responsibility to send their application in on time. It is the applicant's responsibility to send their application in on time. We will accept applications **no later than 4:30 pm on Monday, January 10, 2022**. Your application must be complete before submitting. **Applications that are late will not be accepted.**

Support Materials

It is **NOT** mandatory to submit support materials; however, they can enhance your application and provide insight to the jury panel. Support materials include manuscripts, slides, audio and video, brochures or posters, that may be required along with the written sections of the applications.

Please attach support materials no larger than 10 MB total to the submission in APLI. You may also include a link to support materials in the APLI submission form.

Assistance with Forms

The City of Barrie's Cultural Development staff is willing to support you in your application. If you are unclear as to how to complete a portion of the application form, please do not hesitate to call the Economic & Creative Development Department at (705) 728-9850.

ASSESSMENT PROCESS

Adjudication Panel

Adjudication panels are comprised of arts professionals. Adjudicators have a wide range of professional experience, including, work as individual artists within government and for arts service performing arts and visual arts organizations. The panel is comprised of four adjudicators that are external to the community and one who is chosen from local experts who is not an applicant during the current year. Each year, a new adjudication panel will be convened unless it is not possible to do so. The composition of the adjudication panel is intended to represent the range and diversity of applications in the competition. The panel reflects regional, culturally diverse, artistic practices found within Barrie and similar communities in the region of Simcoe County. Adjudicators are paid honoraria for their services and are reimbursed for their expenses.

The City of Barrie will select adjudicators who:

- have a broad spectrum of knowledge and experience regarding relevant art form/s, artists, arts organizations, and related issues;
- have knowledge of the cultural needs of Barrie or similar communities;
- will provide fair and objective opinions and are able to articulate their opinions and work in a group decision-making environment.

Selection of Adjudication Panel

Community members are encouraged to recommend potential adjudicators for the panel. Forms are posted on the City of Barrie website, www.barrie.ca/culturalgrants. Please submit a digital copy to Amanda.Dyke@barrie.ca or hard copy to the attention of Amanda Dyke, at the Corporation of the City of Barrie, 70 Collier Street, Box 400, Barrie, ON, L4M 4T5. Recommendations for adjudicators will be accepted up to December 6, 2021. If you submit a recommendation after that date, it will be considered in next year's recommendations. Adjudicators must live within the Province of Ontario.

Role of Adjudicators

Prior to the meeting to assess the applications, adjudicators are required to become familiar with the program, its assessment criteria, and the City's strategic goals. Adjudicators are required to read all applications and to make notes about each application and grade them accordingly. At the meeting held in Barrie or virtually, in a group decision-making environment, the adjudication panel will review the audio/visual support material together and discuss the applications. Using their knowledge and expertise, the adjudicators will identify funding priorities and make recommendations to City staff.

Confidentiality

Adjudicators are required to keep the contents of all applications and discussions during the assessment meeting confidential. Adjudicators must not disclose that they have been selected until after the panel has convened. Names of adjudicators will be released with the grant results following each program competition.

Conflict of Interest

The City of Barrie is particularly concerned with potential conflicts of interest. There are two dimensions of conflict of interest – direct and indirect. There are also two kinds of direct conflict of interest – financial and private.

An adjudicator is in direct conflict of interest with a particular application if he or she, or member of the adjudicator's immediate family (spouse or equivalent, son or daughter, parent, sibling or members of the immediate household), has a financial interest in the success or failure of the application. Staff or board members of an organization, or members of their immediate families, would also be considered in direct conflict.



An adjudicator is in direct conflict of interest with a particular application, if he or she has a private interest in the success or failure of the application. Staff or board members of an organization, or member of their immediate family (spouse or equivalent, son or daughter, parent, sibling or member of the immediate household), would be in direct conflict. A private interest also includes affiliations or activities that compromise or unduly influence decision making.

Any reason that makes it difficult for an adjudicator to evaluate an application objectively may create an indirect conflict of interest. The City will not choose adjudicators who are in direct conflict of interest with any of the applications being assessed. If a direct conflict of interest becomes apparent, the City will ask the adjudicator to stand down from the panel.

All adjudicators are asked to sign forms to identify conflicts of interest as a further means of documenting the integrity of the process. At the adjudication panel meeting, the City will answer questions and assist them with clarification of information on the applications being reviewed. Their role is to remain objective and facilitate decisions based on the adjudicators' impartiality.

ADJUDICATION OF APPLICATIONS

Decision Making Process

All applications are examined in the context of the City's strategic goals, the assessment criteria and program priorities. For fairness, the eligibility streams within each funding category will be evaluated separately so that applicants from similar sized organizations / artists at similar stages of their careers are assessed amongst like applicants. Within each stream, applications will be evaluated in a comparative context.

Applications will be assessed by the adjudication panel based on the evaluation criteria specific to each funding category. The evaluation criteria and the weighting of the criteria as it relates to the application's final score is detailed in the *Evaluation Criteria & Weighting* section for each funding category. The final application score will have a direct impact on staff recommendations and funding outcomes.

Each member of the adjudication panel will use a 5-point scale to assign a score to the application to indicate how well it meets the evaluation criteria (5 = "excellent", 4 = "very good", 3 = "good", 2 = "fair", 1 = "poor"). Values of 0.5 and 0.25 may also be utilized. An overall score out of 5 for each application is determined after multiplying each score by the % weighting for each criterion. This score will then be submitted to City staff prior to a meeting of the entire Peer-Adjudication panel.

At the meeting of the adjudication panel, each application will be reviewed one by one. Each adjudicator will have an opportunity to share their score and their rationale behind it. City staff will facilitate the conversation to ensure that the rationale presented is linked to the evaluation criteria. The adjudication panel will then have an opportunity to further evaluate and discuss each application as a whole. Each adjudicator will then have an opportunity to amend their individual application score based on the group conversation. City staff will document evaluation criteria related feedback and comments that emerged from the discussion back to the applicant. The application will then be assigned a final score out of 5 based on the average of each adjudicator's total score.

After all applications have been discussed by the adjudication panel, the applications will be categorized into one of three categories within each eligibility stream based on the final score. This will create a ranked order of the applicants. Funds will be allocated beginning with the top ranked application and proceeding down the list until the allocated budget amount for the funding category is exhausted.



Excellent Application (Final score between 4 and 5): Applicant demonstrates strong merit across all evaluation criteria. Staff will be prioritizing these applicants for funding consideration.

Fair Application (Final score between 3 and 3.9): Applicant demonstrates good program merit across all evaluation criteria. Staff will recommend funding to these applicants, prioritizing higher scoring applications until program area funds are exhausted.

Failed Application (Final score below 3): Applicant fails to demonstrate program merit and / or alignment with evaluation criteria. Staff will not recommend funding to these applicants.

Expectations for Grant Recipients

Organizations who receive funding are required to complete a post grant report. This report must be received by the City before the time of their next grant application. City grants must be broken out on the financial statements, either in the body or as a note to the statement.

Grant recipients must acknowledge the support of the City by using City of Barrie's logo in all forms of communication related to the artistic activity for which they were funded. When receiving their cheque, grant recipients are required to sign an agreement with the City to utilize the City logo on their printed materials.

All applicants will be notified of funding results by the Economic & Creative Development Department once budget has been approved by Council.

APPENDIX “B” – Cultural Grant Review Recommendations

Recommended Actions:

- i. Update the City of Barrie’s Culture Plan
 - a. To inform the City’s strategic purpose, priorities and focus for investment in the grant program
- ii. Advocacy and Alignment - Matching Funding to Goals of the City - Collective ownership
 - a. Could take the form of an Arts Funding Task Force that could be leveraged as part of the recently formed Arts Advisory Committee of Council
- iii. Improve the promotion of the grant program and its recipients to reach a wider audience and increase visibility of Barrie arts and culture organizations.
 - a. Greater outreach to communities within the city to educate them on the grant program.
- iv. Clarify the purpose of the grants program and provide clarity / transparency around the funding guidelines (categories, streams, eligibility criteria and evaluation process etc.)
 - a. Review grant guidelines annually to ensure that they are clear, concise and describe all the associated funding streams
- v. Improve the grant adjudication process with an eye to effectiveness, transparency and accountability
 - a. Change the adjudicators each year to reduce biases and eliminate the potential for power imbalances to emerge between old and new adjudicators.
- vi. Reduce the length of the application and labour required to fill it in
 - a. Ensure the application is online and that questions can be accessed prior to having to register for an online account.
- vii. Provision of resources to support applicants
 - a. Expansion of grant writing workshops. Offer these at a variety of times and/or record and make available on-demand
- viii. Planning for Future Growth
 - a. Upon completion of a new Barrie Culture Plan, review of the grant program to align funding, criteria and success measures to objectives to those of the Culture Plan
- ix. Statistics Gathering and Continuous Improvement
 - a. Ensure statistics being requested tie measure impact and attainment towards the goals of the grant program and other overarching divisional initiatives where applicable.