
TO: GENERAL COMMITTEE

SUBJECT: CITY OF BARRIE 2021 CULTURAL GRANTS PROGRAM

PREPARED BY AND KEY CONTACT: A. DYKE, B.SC. CULTURE OFFICER – DEVELOPMENT, EXT. 4593

SUBMITTED BY: S. SCHLICHTER, DIRECTOR, ECONOMIC AND CREATIVE DEVELOPMENT

GENERAL MANAGER APPROVAL: A. MILLER, GENERAL MANAGER, INFRASTRUCTURE AND GROWTH MANAGEMENT

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

RECOMMENDED MOTION

1. That in response to the COVID-19 pandemic, the 2021 Cultural Grants Program be modified to address the specific needs of City of Barrie's arts and culture not-for-profit organizations as follows:
 - a) Replacing the 2021 Operating Grant Application with the amended application identified in Appendix "A" to Staff Report ECD018-20;
 - b) The recipient organizations of the Cultural Grant Program in 2020, who are unable to deliver on their proposed programming due to COVID-19 be permitted to carry over their funding in support of sustaining their operations and recovery activities from COVID-19 for 2021; and
 - c) The reporting on 2021 funding by organizations allow for operating and programming flexibility based on the shifting state of the pandemic and opportunities that may arise.

PURPOSE & BACKGROUND

Purpose

2. The purpose of this report is to propose changes to the 2021 Cultural Grants Program application and review criteria to best support the sustainability of Barrie's not-for-profit arts and culture organizations during COVID-19.
3. The report will not address the Cultural Grants funding amount as the Cultural Grants program is a budgeted item. As such, the funding dollars will be reviewed by Council in the 2021 budget request. This report is focused on the 2021 program criteria in response to impacts on this sector by the pandemic.

Background

4. The Cultural Grants Program was established in 2006 with the following objectives:
 - To encourage creation and displays of arts and cultural expressions to enhance the quality of life for Barrie and area residents and tourists.

- To increase the opportunity for funding to City of Barrie arts organizations and artists from other (non-municipal sources) such as corporate sponsors and federal and provincial government.
- To raise artists' and arts organizations' awareness of the need for strategic planning, business planning, sustainability planning, sector analysis, understanding competition and more.
- To encourage market and product development.
- Identification and support of sector champions.
- Maximization of the City of Barrie's return on investment in the culture sector.

Traditional Granting Process

5. The funding model for Cultural non-profit organizations has evolved over time with established groups initially presenting requests directly to City Council for support, to the creation of a grants program under the Cultural Development portfolio. Funding levels have been determined through industry best practices and have evolved with the needs of the arts sector to support operational expenses for many organizations, while also fostering innovation through project grants. Project grants are capped at \$5000 per organization in an effort to fund diverse programming across many organizations. An initial investment of \$184,000 in 2006 has grown to an annual budget of nearly \$340,000 in 2020.
6. The guidelines and application form are released annually in September for the upcoming year. Staff is available to answer all questions regarding the application and the process of applying.
7. Jury members are selected based on their arts expertise, education, and experience in the arts. Efforts are made to ensure diversity with regards to arts disciplines and residential geography of the jurors, with all but one of the jurors being located outside of Barrie to ensure impartiality. Jury members are provided at minimum, one full month to complete their independent review and evaluation. They are then sequestered in Barrie for two days to discuss the applications and review each applicant's sustainability, business strategies, artistic merit, community impact, audience development efforts and determine level of funding investment, should an applicant be successful.
8. The role of the Culture Officer is to provide administrative support and document the feedback to be given to each applicant. Staff are restricted from participation in the decision-making process.
9. Successful recipients must agree and accept the City's conditions for funding that include commitments to spend the funding for the purposes for which it was awarded, standards for acknowledging the City as a funder, and restrictions on the kinds of expenditures the funding is to be utilized for.
10. Based on the Culture Master Plan's recommendation for a program review, staff submitted an intake form which was approved as part of the 2020 budget and business planning process. Funds will be used to retain an independent, third party organization to conduct the review and community engagement. Recommendations from this process will be brought forward to Council for review and approval.
11. The changes proposed to the program for 2021 are intended to be a one-time stop-gap to address the current needs of the arts sector due to the pandemic, with the program review serving to shape the program moving forward.

Program Results

12. For 2020, the approved Cultural Grants budget was \$339,750 and 20 applications were received, requesting a total of \$503,150 in funding. Seventeen applications were successful.

2020 Operating Grants

Organization	Amount Awarded
Barrie Concert Band	\$ 4,000
Barrie Film Festival	\$ 36,000
Huronian Symphony Orchestra	\$ 20,000
Kempfenfelt Community Players	\$ 5,000
MacLaren Art Centre	\$ 138,000
Ontario Musicians Cooperative, Inc.	\$ 8,500
Simcoe Contemporary Dancers	\$ 18,500
Talk Is Free Theatre	\$ 63,000
Theatre By The Bay	\$ 24,000
Total	\$ 317,000

2020 Project Grants

Organization	Amount Awarded
Bravado! Show Choir	\$ 4,000
Caswell Community Choirs	\$ 1,500
King Edward Choir	\$ 4,000
La Cle de la Baie	\$ 2,500
The Northern Appeal Press	\$ 2,000
Print Research Network Teach (PRNT)	\$ 1,750
Skyliners Youth Big Band	\$ 2,000
Theatre By The Bay	\$ 5,000
Total	\$22,750

Impacts of COVID-19

13. With the COVID-19 global pandemic disrupting the ability for people to gather for the foreseeable future, all of the organizations funded through the Cultural Grants program faced significant changes to their programming in 2020 and have experienced catastrophic effects on their operations and cash flow.
14. Motion 20-G-062 from SR ECD006-20 states:

That due to the COVID-19 pandemic, the following be undertaken with recipients of the 2020 Cultural Grants Program:

 - a) All 2020 Cultural Grants Program recipients retain their funding and be permitted to reallocate it in support of sustaining their operations and recovery activities from COVID-19;
 - b) As part of the reporting process recipients provide additional reporting on how they utilized their funds to address the COVID-19 impacts.
 - c) That staff in Economic and Creative Development Department include information on impacts and utilization of the 2020 Cultural Grant Program funds by recipients as part of their annual report back on the Program.
15. In October, Economic and Creative Development staff met virtually with the 2020 Cultural Grant recipients to discuss how COVID-19 has affected their plans for their cultural grants and to gain an understanding of the financial implications of the pandemic. Key findings include:
 - a) Nearly all organizations have used or expect to use their 2020 funding to offset lost revenue due to COVID-19.
 - b) Organizations have lost more than \$1 million total in revenue this year.
 - c) The average percentage of base operations funding covered by the Cultural Grants program is 17%; with half of the organizations reporting 10% or lower, and several reporting 20% or higher
 - d) Nearly half of the organizations reported that loss of revenue has jeopardized their ability to continue operating now, and almost all stated it is only a matter of time should the pandemic continue.
16. 2020 grant reports will be submitted with 2021 grant applications and will focus on how funds were utilized to mitigate pandemic impacts on their organizations and in-line with eligible expenditures identified in the grant program. Organizations will be required to report on how their funding was spent, and if they were able to leverage said funding to access grants or support from other levels of government or funding bodies.
17. There are very few recipients that were unable to utilize all or a portion of their 2020 project grant due to health restrictions and the nature of the performance project being proposed (ie. choral performance). As such, those organizations would be permitted to apply through the 2021 program to retain their 2020 project grants to deliver a project in 2021.
18. A second round of economic recovery consultations with the arts and culture sector are taking place in November and will provide additional information on the effects of COVID-19 on the arts industry.

2021 Grants Program

19. With the pandemic still affecting the ability for arts organizations to bring people together, present performances, and earn revenue through sponsorship and ticket sales in a meaningful way, the 2021 grants program can serve as a sustainability measure for those organizations who benefit from the funding each year. By focusing on what has been done and what can be done, while acknowledging that plans will change as health and safety protocols change, the program can support the efforts made by local arts organizations while encouraging evolution to remain relevant and viable.

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20. As the Cultural Grants program is funded as part of the City's annual operating budget, the budget and any modifications will be established as part of the City's standard budgeting process. Any project funding carried over by an organization from 2020 to 2021 will generate additional funding capacity.
 21. Through the second round of consultations Economic and Creative Development staff will be looking to identify needs, review with Recreation and Cultural Services staff what potential re-openings of theatres could mean, and what is needed to support live performance within current and potential changes to health guidelines. A long-term view is required given that this sector is likely going to be one of the last to return to pre-COVID-19 conditions as public gathering numbers are restricted.
 22. Additional considerations may be brought forward for programs and projects that will be reflective of changes in health regulations, gathering restrictions and the opening of the City's theatres to further support arts and culture organizations in their recovery.

ANALYSIS

23. Principles of support for the 2021 Cultural Grants Program:
 - a) Ensuring these organizations can continue operations.
 - b) Supporting activities that can occur within health guidelines.
 - c) Ensuring organizations remain relevant and can seek opportunities to increase community awareness, engagement, and leverage other funding sources.
24. The Operating Grant portion of the Cultural Grants Program has seen minimal changes in successful applicants year over year. Of the nine organizations that applied for and received operating grants in 2020, eight received funding every year for the previous four years. The ninth organization did not form until 2018 and has been successful in receiving funding every year since. This consistency allows for the paring down of application questions that result in the same answers each year.
25. For ease of application, to remove irrelevant questions, and to expedite review, the questions pertaining to Organizational Profile, Artistic Quality, and Programming for 2019 and 2020 can be removed as pertinent information on these topics can be provided in other sections of the application. Financial and statistical forms related to the application will still be required to collect important data on the sector and maintain accountability in reporting by organizations.
26. Project Grant recipients for the past five years have varied, with a \$5000 maximum per application. The application for this fund is relatively short and streamlined, so it is recommended that this application does not change for 2021, but the focus of this fund be on projects that show innovation and creativity in pivoting to new methods or models of program delivery by arts organizations.
27. Reporting on the 2021 grants program will capture from organizations how funds were used to maintain sustainability, what measures were taken to adapt to a new way of presenting work to audiences, the ability to leverage City funds to gain additional funding, and how funding was used to engage the community and build collaboration.
28. Should the program changes be approved, it is expected that the application process would open December 11, 2020, and close January 22, 2021. Targeted dates for review by the jury would be from January 23 to February 5, 2021 with an adjudication date to follow. The goal would be to notify successful recipients and process their grant funding by February 15th, 2021.

29. Program Comparison: 2020 to 2021

Program Element	2020	2021
Eligibility	Not-for-profit Arts mandate Fundraising activities and capital expenditures not eligible	Consistent with previous years
Evaluation Criteria	Artistic Quality Community Contribution and Impact Organizational Effectiveness	Consistent with previous years, with the addition of COVID-19 safety measures and adaptability
Application process	Complete forms in Word and Excel, print six copies plus provide support materials; delivered to the Cultural Development Officer	Simplified application process online with no hard copies being provided; shortened Operating application to remove irrelevant or redundant questions; addition of question about COVID-19 measures; other forms remain the same
Financial Reporting	Requests over \$20,000 require an audited financial statement. Requests \$20,000 and under require an unaudited financial statement that includes a balance sheet and a statement of income and expenses	In line with the Ontario Arts Council, only for 2021, audited financial statement required for requests over \$50,000. 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
Adjudication process	Jury panel of four arts workers of diverse backgrounds from outside of Barrie plus one Barrie arts worker receive applications by courier to review for a minimum one month, often up to two months; jury are sequestered over two days in Barrie to determine how funding is to be distributed	Jury to be sourced the same by contacting colleagues from other municipalities; application review done online with scoring documented and shared with staff; online meeting to determine how funding is distributed
Reporting process	Financial forms are submitted with report form focused on how funding was used, community impact, capacity building and leveraging of funding	Consistent with previous years with the addition of reporting on adaptability, sustainability and COVID-19 measures taken

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

30. There are no environmental or climate change impact matters directly related to the recommendation.

ALTERNATIVES

31. There are two alternatives available for consideration by General Committee. They could be viewed as a menu of possible selections.

Alternative #1

General Committee could choose not to accept the modified program for 2021 and maintain the existing program.

This is not recommended as the recommended modifications to the program are intended to simplify the process for applicants and reflect the conditions that this sector is facing.

Alternative #2

General Committee could choose not to allow any carry over of unused funding by Cultural Grant project funded recipients from the 2020 program to 2021 programming.

This alternative is not recommended as it is anticipated that there will be less than \$5,000 that is unspent and represents project work that could not be completed as the form of performance or art was not conducive to an adapted program (ie. Choral performance). Further, allowing recipients to retain the funds to deliver a project in 2021 retains program funding within the sector and builds greater capacity to deliver more programming as part of recovery in 2021.

FINANCIAL

32. The 2021 Cultural Grants Program is included in the Cultural Development budget and will be reviewed by Council in the 2021 budget request.
33. Funds dispersed through the Cultural Grants program are leveraged by local arts organizations to access significant funding from other levels of government, 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 creatives while allowing for the creation of art that drives tourism and entertainment spending.

LINKAGE TO 2018-2022 COUNCIL STRATEGIC PLAN

34. The recommendation(s) included in this Staff Report support the following goals identified in the 2018 - 2022 Strategic Plan:

☒ Growing Our Economy

35. A supportive cultural grants program has the potential to build the economy through cultural tourism, employment and talent attraction by positioning Barrie as a place that artists and those who appreciate the arts can create, experience and grow together.



APPENDIX "A"

Draft Cultural Grants Operating Application

Operating Grants for Arts Organizations

2021 Application

APPLICATION DEADLINE: Friday, January 22, 2021 at 4:30 PM.

APPLICATION INFORMATION: Please consult the **2021 Cultural Grant Guidelines** before completing this application. All forms included in this application must be completed and submitted, along with all supporting material up to 4:30 pm on the deadline day.

SUBMISSION PROCESS – TO BE CONFIRMED

CHECKLIST: Use this page as a checklist and submit the completed application in the order indicated below. Attach 1 copy of Item 11. – Financial Statements (audit).

- ☐ 1. Applicant Information, completed and signed
- ☐ 2. Application Checklist
- ☐ 3. Part A: Organizational Profile – maximum 2 pages
- ☐ 4. Part B: Artistic Quality – maximum 10 pages
- ☐ 5. Part C1: Activity List – current year
- ☐ 6. Part C2: Activity List – next year
- ☐ 7. Part D: Organizational Effectiveness – maximum 10 pages
- ☐ 8. Part E: Community Contribution and Impact
- ☐ 9. Part G: Financial Form
- ☐ 10. Part H: Statistical Form
- ☐ 11. Attach one copy of your Financial Statements (audit) to the original, signed application. Audits required for requests over \$20,000; for requests of \$20,000 or less, include audited or unaudited statements or other means in a form acceptable to the City Treasurer. The Board of Directors must sign the financial statements.
- ☐ 12. Support Material

APPLICATION INSTRUCTIONS: Complete all questions in this application. You can copy and paste from another program into this form. Save this form using your organization's name to avoid confusion.



APPLICANT INFORMATION

Organization Name

☐ First-time applicant for City of Barrie arts funding

Full address

Number and Street Name

R.R. #/Postal Station

Suite/Apt./Floor

City/Municipality/Reserve

Province

ONTARIO

Postal Code

Phone Number

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Fax Number

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Email Address

Website

Mailing address if different from the address above

Number and Street Name

R.R. #/Postal Station

Suite/Apt./Floor

City/Municipality/Reserve

Province

ONTARIO

Postal Code

Name of Head of Governing Body

Title

Name of Head of Administration

Title

Name of Head of Artistic Programming

Title

Name of person completing this application

Title

Name of person we should contact about this application

Title



Legal Status of Organization	<input type="checkbox"/> Incorporated Not-For Profit	Incorporation Date:
	<input type="checkbox"/> Charitable Status	Incorporation or Registration Number:
	<input type="checkbox"/> Other	Charitable Registration Number:

Fiscal Year Start - day/month:

GRANT REQUEST INFORMATION

Grant request	Grant request is for the following 12 month fiscal period:	Total expenditures (from line #58, p. 2 of Financial Form)
\$ _____	_____ to _____ (day/month/year) (day/month/year)	\$ _____

STAFF STRUCTURE

List your key staff (artistic and administrative) in the chart below. (Do not include résumés or biographies.)

Name	Position	Responsibility
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GOVERNING BODY STRUCTURE

Briefly describe the governance structure and composition of membership and structure of committees in your organization. (Maximum one-half page)

List the members of your board, governing body or advisory committee, providing name, brief information about each person's expertise and, if applicable, specific roles on governing body in the chart below. Do not include résumés or biographies.

Name	Expertise	Role on your governing body
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TERMS AND CONDITIONS FOR APPLICATION

Please read carefully the following terms and conditions before signing this document.

- 1. NEW Audit Requirements for 2021:** Requests over \$50,000 must be accompanied by an audited statement for the last completed fiscal year. For requests between \$20,000 and \$50,000, organizations must provide a review engagement for the last completed fiscal year (or, if available, audited financial statement). For requests of \$20,000 and less, an unaudited financial statement that includes a balance sheet and a statement of income and expenses may be submitted instead.
- 2. Reporting Requirements:** Organizations that have received operating support before must provide a report on the previous grant prior to or upon submitting the current application. Organizations that choose not to reapply for operating funding must submit a report within three months of their fiscal year-end.
- 3. Indemnification:** The applicant agrees that the City of Barrie is not responsible for loss or damage, however caused, to applications and to support materials.
- 4. Consent to Release:** The applicant consents to the release of information in this application and in any reports submitted under these terms, to other government granting agencies to which the applicant has also applied, and to Economic and Creative Development Department advisors.

Terms and Conditions for Receipt of City of Barrie Cultural Grant Funds

PLEASE NOTE: If you are successful in receiving a grant, the following terms and conditions apply. Your authorizing signatures below indicate that the organization agrees to abide by the terms and conditions governing the receipt of funds.

- 1.** As a recipient of public funds, you are required to maintain adequate accounting records as to the receipt and disbursement of funds received from the Economic and Creative Development Department. Further, applicants should be aware that they may be liable to audit by the City of Barrie's Finance Department, or agent thereof.
- 3.** The recipient must submit a final report and/or provide details as required by the Economic and Creative Development Department. Organizations that receive operating or project support should provide a final report prior to submitting the current year's application or included with it. Otherwise a report is due within three months of completion of the fiscal year for which the grant was awarded. If a report is not received when due, the Economic and Creative Development Department may require repayment of the grant and will not accept any further applications from or issue any grant payments to the organization until the grant is repaid or an acceptable report submitted.
- 4.** The final report must include an audited financial statement for grants over \$50,000. For grants between \$20,000 and \$50,000, organizations must provide a review engagement for the last completed fiscal year (or, if available, audited financial statement). For grants of \$20,000 or less, an unaudited financial statement that includes a balance sheet and a statement of income and expenses may be submitted instead. City of Barrie Cultural grants must be broken out on the financial statement, either in the body or as a note to the statement.
- 5.** The recipient shall acknowledge the support of the Economic and Creative Development Department by using the City of Barrie's logo in advertising and promotion relating to the activities for which funds are granted. All grants



awarded in one year are not to be considered a recurring funding commitment, as all grant requests in following years must be considered according to prevailing circumstances and available resources.



AUTHORIZING INFORMATION AND SIGNATURES

On behalf of, and with the authority of the above-mentioned organization, we certify that we have read and understand the terms and conditions set out above. Further, we certify that the information given in this application for funding assistance is true, correct and complete in every respect.

The full board/governing body has approved this application at its meeting on: **Date:** _____

Name	Signature
	Head of Governing Body
	Head of Administration
	Head of Artistic Programming

PART A: ORGANIZATIONAL PROFILE

A1: ARTISTIC VISION AND STRATEGIC PLAN

Describe your artistic vision and/or strategic plan. How has your artistic vision shifted to address a post-pandemic scenario over the long-term? What are your goals in the short-term as part of recovery? If you are an Art Service Organization tell us about your vision for providing support with respect to the constituent artists and/or organizations you represent. If you are successful in acquiring this funding, please describe how your organization will use it to achieve its goals both on the short term and the long term.

A2: BUILDINGS/FACILITIES *(if applicable – specific to organizations with facilities)*

Include size, nature, seating capacity, etc.; whether rent/lease/own, refurbishments, appointments, etc.

PART B: ARTISTIC QUALITY

PROGRAMMING & ACTIVITIES

B1: FOR THE CURRENT YEAR (2020)

In this unprecedented time, it is understandable that your intended programming did not occur as planned. Thinking about what you had intended, how did that programming reflect the organization's artistic vision, respond to your organization's role in Barrie and support your long-term artistic goals? Considering the pandemic, how did your plans change? What decisions did you make about managing the resources (people, time, space, money, etc.) to deliver your programming or maintain operations? You will complete a detailed activity plan of programming for this current year in Part C1.

B2: FOR REQUEST YEAR (2021)

How does your planned programming reflect the organization's artistic vision? How are your plans reflecting the current state of the world and anticipated changes to health and safety regulations in the coming year? What measures are you taking to adapt or cancel planned programming as gathering restrictions and safety protocols change? Please refer to your organization's role in Barrie and your long-term artistic goals as they relate to plans for 2021. If you are requesting an increase in funding from the City of Barrie, explain how it would affect your programming activity and choices, and the expected impact. You will complete a detailed activity plan in Part C2.

B3: COVID-19 MEASURES

To address the impact COVID-19 has had on Barrie, the City of Barrie is looking for all organizations to outline what recovery efforts they are taking to move forward into 2021. How are you creating safe environments for people to work and experience arts and culture in Barrie? Include information about following direction from public health, social distancing and providing personal protective equipment (PPE) where appropriate. What efforts are you undertaking to encourage the public to experience arts and culture and get back into their communities? What opportunities are you creating for artists and cultural producers in Barrie to develop skills during the pandemic? Are you developing new digital initiatives and how will they complement in-person programming?

PART C: DETAILED PROGRAMMING LIST

In chronological order, provide a list of the programming activities of your organization for the current and request years. Include artistic programming (e.g., exhibitions, screenings, performances, publications, etc.), resources and services (e.g., workshops, equipment and other resources, distribution activity), arts education or audience development activities (e.g., artist talks, Q&A's, panels, outreach programs), as appropriate for your organization. Include ongoing programs and services as well as specific activities in the Current Year and Request Year. Please be brief, and do not repeat information already provided in Part B.

For each activity, include the following information, as appropriate:

- Dates

-
- Title of program
 - Type of activity
 - Artists or performers names and city of residence
 - Partners or collaborators
 - Target audience/community
 - Note if program is originated or borrowed by or traveling to your organization
 - For visual arts, total amount of artists' fees paid
 - For current year if the activity was adapted or is new due to COVID-19
 - Brief description of the activity (1 sentence only)
 - For request year, list activities that can only occur with reduced COVID-19 health restrictions and those that have been planned considering COVID-19 protocols

C1: PROGRAMMING LIST FOR THE CURRENT YEAR (as reported in Part B1)

C2: PROGRAMMING LIST FOR REQUEST YEAR (as reported in Part B2)

PART D: ORGANIZATIONAL EFFECTIVENESS

D1: SUSTAINABILITY

Please illustrate your organization's plan for sustainability, i.e. describe your succession plans. What are the things that your organization is doing or planning to do in order to survive the next 5 to 10 years?

D2: GOVERNANCE AND PLANNING

Please describe the qualities of the key players in your organization, such as your Board Chairperson or President and what makes him or her well suited to lead the governing body of your organization currently. Has the composition of your governing body changed in the past year or two, and if so, how? How does your board reflect the overall community? Describe your planning cycles and processes.

D3: OPERATIONS

Describe the qualities of your administrative leader and what makes him or her well suited to lead the operations of your organization. Provide information about your administrative team and the way in which your organization compensates and supports them. Have you experienced changes to staffing in the past year? How has that affected operations? Describe your physical resources (e.g. collections, equipment, facilities) and your policies for their maintenance or replacement. Describe your process for assessing and managing risks that may affect your organization.

D4: FINANCES

Briefly describe your budgeting process, indicating who is involved at various stages, and how you develop a balanced budget. Briefly describe your revenue allocations, expense allocations and priorities. Please

record any notable changes in your revenues and expenditures over the last two or three years. Describe what caused the changes and the impact that had on your organization. Describe how your artistic and organizational goals are being hampered or furthered by your financial situation.

If you have an unrestricted reserve of greater than 25% of budget, explain its purpose and direction. Explain the purpose and direction of any restricted reserves. If you have an accumulated deficit greater than 10% of budget, you must provide a viable deficit reduction plan approved by your board or governing body.

ORGANIZATIONAL ACTIVITIES

D5: FOR THE CURRENT YEAR (2020)

Report on your intentions regarding your organization's financial and organizational developments for this year. How has COVID-19 affected your organization's development plans and decisions? Describe how your board or governing body, including advisory committees, has contributed to the organization's development this year.

D6: FOR REQUEST YEAR (2021)

Report on your intentions regarding your organization's financial and organizational developments for next year. (If these are consistent with the current year, say so and do not repeat the information.) How do the plans respond to your organization's role in the community and your long-term organizational goals?

If you are requesting an increase over previous funding from the City of Barrie, explain how you would use it to further your organization's development, and the expected impact.

D7: SUPPLEMENTARY BUDGET NOTES

Provide a written explanation of any significant budget changes/shifts between fiscal years, unrelated to COVID-19, or more detailed explanations of line items in your financial forms, as required.

PART E: COMMUNITY CONTRIBUTION AND IMPACT

Submitting organizations should present a commitment to the advancement of the arts of their discipline and to increasing the public's arts appreciation and education. Cross-sector support and collaboration are seen as advancing the case for all of the arts in Barrie. Community contribution, involvement and impact goes beyond developing an audience for your organization to your organization's support for all of the arts to increase public involvement and participation, and cultural tourism.

Please indicate how your organization has structured its artistic programming and activities to encourage public appreciation and participation in the arts. Tell us how your organization seeks to attract an audience from outside of Barrie. Show your role in the broader arts community in terms of increasing public awareness of the arts. As well indicate any direct community connections with arts and non-arts

organizations. Describe how your organization creates engagement and access to under-represented communities through the arts

Note: There are several categories for the assessment of arts organizations in Barrie:

- Performing Arts
- Visual Arts
- Art Services Organizations
- Literary Arts
- New Media
- Heritage Organizations

Fill in only the financial and statistical information that is relevant to your organization. In addition to providing important information for the assessment of your grant application, both the financial and statistical parts of the application provide the City of Barrie with information enabling them to effectively advocate on behalf of the arts in and for Barrie.

PART F: OPERATING GRANT FINANCIAL FORM

Use the form titled **Financial Form for Barrie Arts Organizations**.

You must fill in the relevant fiscal years. The first column (Last Year Actuals) will be for 2019; the second column is for the current year and may be projected. The third (Request year) is for 2021 and the fourth column (Next Year) for 2022. Some organizations have calendar fiscal years (January to December) and others are on different cycles. You may change the months listed in the table to reflect your fiscal year to better reflect your operating budget if you choose. If you aren't sure which years you should complete, please get in touch with the Economic and Creative Development Department.

Note that you should be able to reconcile column 1 of the completed financial form with your audit or financial statement. Include budget notes detailing any steps necessary to match totals from your financial forms with totals in your financial statements (audited or unaudited).

Definitions are provided at the end of the Financial Form. A shaded line number indicates that an item is defined. Click on the shaded line number to link directly to the item's definition. Once you have read the definition, click on the line number next to the definition to link back to the line on the form. Definitions are also visible on screen by scrolling over the relevant cell in the first column.

Read the definitions carefully; they provide guidance as to where to include certain items. If you are still unsure after referring to the definitions, please contact the Economic and Creative Development Department for assistance.

PART G: OPERATING GRANT STATISTICAL FORM

Use the forms titled **Statistical Form for Barrie Arts Organizations**.

The Economic and Creative Development Department's interests in the area of arts education (page 4 of the Statistical Form) are broad. They include the full spectrum of activity undertaken by arts organizations whose purpose is to broaden and deepen public knowledge, appreciation and participation in the arts.

Use the categories on the Statistics Form to capture the specific kinds of arts learning experiences you offer to the public. If the categories do not accurately reflect the kind of activity you do, please use the "Other" category and describe it.