



Operating Grant Program Guidelines

Application Deadline – 4:30pm, Wednesday, February 15th, 2012

Program Stream: Festival Organization Interim Report

For arts organizations with a primary purpose to present a stand-alone arts festival

The Operating Grant program is managed within the mandate and objectives of Calgary Arts Development (CADA) on behalf of The City of Calgary. As The City's designated arts development authority, CADA provides a service-oriented and responsive set of granting programs to maximize the artistic and public impact of Calgary's arts organizations and artists. CADA champions the arts as a key driver of the long-term success of our city, and recognizes and celebrates the importance of the arts in the lives of all Calgarians, in all parts of the city.

Program Goal

The goal of the Operating Grant program is to ensure that Calgary arts organizations have the opportunity to flourish in an environment with a stable base of resources.

Program Description

The program invests annually in non-profit organizations with year-round operations driven by an arts mandate, with priority given to organizations that demonstrate high artistic impactⁱ and public impactⁱⁱ while maintaining sound organizational resiliencyⁱⁱⁱ. Organizations may allocate these funds to any area of their overall budget.

Eligibility

Festival Organization Stream (Interim Report):

To be eligible for this stream, the organization must have received an Operating Grant through the Festival Organization Stream in 2011.

New Organizations

The Festival Organization Stream is currently on a 2-year grant cycle. New eligible organizations may be able to apply to the Festival Organization Stream in 2013.

How to Submit an Interim Report

Organizations that received a 2011 Operating grant must access their account to complete a report online at CalgaryArtsDevelopment.com/Operating_Grant. If you have any questions about how to access your organization's account, please contact Jordan Baylon at Jordan.Baylon@CalgaryArtsDevelopment.com.

Interim reports must be received by CADA no later than 4:30pm on the deadline date. Organizations that do not have access to the Internet may request a printed or electronic version of the report to fill out and return to CADA by the deadline date. Organizations that want to submit a paper report must notify CADA prior to the submission of their application.

Interim Report Review Process

The CADA team will review submitted interim reports to ensure that there are no **significant** decreases in each organization's public and artistic impact and/or organizational resiliency. Organizations that are more or less maintaining or increasing their impact and resiliency will receive the same Operating Grant in 2012 as they received in 2011. Organizations that have maintained or increased their resiliency will receive the same Operating Grant in 2012 as they received in 2011; those that show decreased resiliency will be subject to the Resiliency Flag Procedure described below.

Resiliency Flag Procedure

A resiliency review for all organizations will be conducted. Though resiliency is a concern within the criteria of the program, organizations that are flagged will not automatically receive a grant reduction in an assessment year. An organization will receive a resiliency flag if it shows one or more of the following:

- A deficit of 10% or more of its annual operating budget in the last full year of operations;
- A current ratio (current assets to current liabilities) of less than one; and/or
- A decline of 15% or greater in public attendance or public activities in the last full year of operations (in the event that the decline differs from the organization's stated intentions).

Organizations flagged for resiliency will be required to meet with CADA to discuss their situation. Minutes will be taken from the meeting and added to the organization's next grant application file or interim report and shared with the subsequent grant assessors at the next Operating Grant Program deadline. The purpose of capturing the conversation is to maintain a record of the organization's progress in retiring the flag and to ensure that knowledge of the organization's present circumstance is provided to the future grant assessors. Flagged organizations will also be given the opportunity to address the resiliency flag in the next application or interim report.

Organizations Flagged in 2011

Organizations flagged for resiliency in 2011 should have received notes from a meeting between a representative of their organization and CADA. Organizations missing these notes can contact CADA to receive a copy. In the 2012 extension report you will be required to provide an update addressing the concerns on the resiliency of the organization outlined by CADA. Any ongoing concerns will be subject to the same conditions outlined above, and to CADA's discretion.

Notification of Results

Applicants will be notified of the results of their application in writing by June 2012.

Contact

Contact Grants@CalgaryArtsDevelopment.com or 403-264-5330 if you have any questions about the program.

ⁱ **Artistic Impact** – The quality of the organization's artistic programming and artistic operations.

ⁱⁱ **Public Impact** – The quality of the organization's public engagement and participation. "Public" is defined as any community impacted by the organization including audience, artists, arts professionals and volunteers.

ⁱⁱⁱ **Organizational Resiliency** – The ability of an organization to deliver on its mandate as indicated by the organization's practices in stewardship, financial management, planning and marketing.