

Project Grant Program – Organizations 2019 Guidelines

PHASE 1 REQUEST FOR PROPOSALS – Deadline: April 8, 2019, 4:30pm MST; Opens March 4
PHASE 2 APPLICATION – Deadline: June 10, 2019, 4:30pm MST; Opens May 11

If you require any accommodations that would allow you to fairly access this process, please contact 403.476.2031 or email grants@calgaryartsdevelopment.com.

For more details see the **Accommodation and Accessibly** section below. If you have questions or concerns, see the [Investment Program FAQs](#) and **Application Checklist**.

Program Overview

This program is intended to provide equitable access to **one-time project funding on a yearly basis to arts organizations not funded through the Operating Grant or City-Builder programs from 2019 onwards**, with the intention of supporting projects that exemplify what our artistic community has to offer and ensures citizens of Calgary continue to have access to meaningful, high-quality artistic experiences.

Apply for up to \$20,000 to cover almost any expense related to a project or initiative. Total funding available is **\$400,000**.

Who Can Apply: Any non-profit organization registered as a society or charity in Alberta not currently funded through Calgary Art Development operational programs.

Unincorporated or unregistered non-profit arts-based groups, collectives, and organizations that can at minimum demonstrate the following:

- Effective leadership and ongoing operations for at least one year.
- Clear lines of accountability and defined roles/responsibilities.
- Rigorous and sustainable basic financial practices/tools.

We will only accept one application per organization, and one application for a single project. A project may receive funding through only one Calgary Arts Development grant per calendar year.

Selection Process:

- Criteria: Artistic Impact, Public Impact, Planning.
- Two Phase Process: Request for Proposal and an invited application.
- Peer assessment committees for both phases.

Notification of Results, Phase 1 Request for Proposal: Early May 2019

Notification of Results, Phase 2 Application: Late July 2019

Accommodation and Accessibility

The Calgary Arts Development Community Investment team is available at any time to answer questions and to offer support and feedback at any time during the application process.

Staff can answer specific questions and/or provide feedback up to two business days before the application deadlines. Please contact the team as early as possible to ensure they can provide the best support possible.

Calgary Arts Development is committed to open, fair and transparent processes. We will work with applicants who experience barriers to access our granting programs to develop accommodations that suit their abilities, including but not limited to:

- Translation
- Braille transcription
- Physical access to meeting spaces

Please contact 403.476.2031 or email grants@calgaryartsdevelopment.com.

Guideline Content

- Program Information
- Program Criteria
- Selection Process
- How to Apply
- Application Checklist
- Conditions of Grant and Reporting
- Deadline Extension Policy

Program Information

This program is intended to provide equitable access to one-time project funding on a yearly basis to arts organizations *not* funded through the Operating Grant or City-Builder programs from 2019 onwards, with the intention of supporting projects that exemplify what our artistic community has to offer and ensures citizens of Calgary continue to have access to meaningful, high-quality artistic experiences.

For the purposes of this program, a project can include research, development, curation, exhibition, presentation, production and/or creation of work in any art form. Applicants will select a primary focus for their project out of the following options: Create/Develop, Program/Present, Strategy/Capacity, or Relationships/Community.

This program encourages applicants to consider a project as an activity with a clear start and end date; this can include one phase of an overall larger project.

The total pool of funding for this program is \$400,000. Organizations may request up to **\$20,000** for their project.

Who can Apply?

Non-profit arts organizations registered in the Province of Alberta are considered eligible applicants to this program, assuming they are not funded through the Operating Grant Program or City-Builder Program in 2019 (previously the Cornerstone Program).

Unincorporated or unregistered non-profit arts-based groups, collectives, and organizations are also eligible, provided they can demonstrate at minimum effective leadership and ongoing operations for at least one year, clear lines of accountability and defined roles/responsibilities, and rigorous and sustainable basic financial practices/tools.

We welcome applications from those working in all artistic disciplines and their various cultural forms, including but not limited to: Indigenous arts; circus arts; craft arts; community and/or social practice; curation; dance; deaf and disability arts; digital arts; literature; film and media arts; multidisciplinary practice; music and sound; performance; theatre; and visual arts.

While projects do not have to take place in Calgary, Mohkinstsis, applicants must either be Calgary-based, or able to demonstrate that they consistently make significant contributions to the arts that are accessible to Calgary citizens.

For applicants that also have non-arts-related programming and/or operate in areas outside of Calgary, Mohkinstsis, Calgary Arts Development will determine eligibility through the applicant's commitment to the arts and the scope of its activities within Calgary's arts community.

What can you apply for?

For the purposes of this program, a project can include research, development, curation, exhibition, production and/or creation of work in any art form. This program encourages applicants to consider a project as an activity with a clear start and end date; this can include one phase of an overall larger project.

Projects more than halfway complete by the time of the deadline are not eligible.

Funds may go towards almost any expenses directly related to the creation, development and presentation of your project, for example:

- Artist fees
- Course fees
- Materials
- Equipment
- Travel
- Documentation

This program is not intended to support any of the following:

- Purchase of equipment over a total sum of \$500.
- Purchase of any equipment not directly related to the project.

Please contact the Community Investment team if you have any questions about allowable expenses.

Projects must be completed by September 1, 2020.

Program Criteria

This program will be assessed by a peer assessment panel of community members and artistic peers based on the criteria below in two phases: A Request for Proposal and a full application. A detailed description of the application phases can be found in the **Application Checklist**.

Artistic Impact: The thoughtfulness, quality and intention of the work being proposed, its potential to further the applicant's artistic goals, and its potential to meaningfully contribute to a related artistic discipline or community.

Public Impact: How clearly the applicant has identified and understands their public, and how meaningfully, intentionally and thoughtfully the applicant proposes to engage with them through the proposed project.

Planning (Phase 2 Criteria only): How effective, researched, thoughtful, and feasible the proposed project and budget are.

Applicants will indicate using a dropdown menu what the main focus of their proposed project is (selecting all that apply):

- Create/Develop
- Program/Present
- Strategy/Capacity
- Relationships/Community

Selection Process

Applications will be assessed by an independent, arm's-length assessment committee made up of artistic peers and community members.

Community members are Calgarians with an appreciation for the arts (any discipline) who actively attend arts performances and presentations. Artistic peers are artists and arts workers who possess professional experience and knowledge directly relevant to the arts sector.

Peer assessment committees are selected from a pool of public nominations and staff-identified individuals to ensure a broad diversity of perspectives and experiences across artistic disciplines and communities.

Phase 1: Request for Proposal

- A peer assessment committee comprised of three to five artistic peers and community members will assess the first phase.
- RFPs will be assessed on the criteria of Artistic Impact and Public Impact using a 1 - 10 scale for each criteria.
- A pool of 20 ~ 40 top-scoring applicants will be invited to complete Phase 2, a full application.
- Applicants will be notified of results no later than May 11, 2019.

Phase 2: Application

- A peer assessment committee comprised of five artistic peers and community members will assess the second phase
- Full applications will be assessed on the criteria of Artistic Impact, Public Impact, and Planning using a 1 - 10 scale for each criteria.
- Applicants will be notified of Phase 2 results no later than July 26, 2019.

Group Agreements

All members of the assessment committee will be expected to honour the following group agreements when discussing applications:

1. We commit to creating a safe space for everyone by:
 - a. Respecting each person regardless of how they identify, including their gender, sexuality, age, religion, beliefs, nation, etc.
 - b. Not interrupting others.
 - c. Being mindful of how much time/space we each take up in discussions.
 - d. Making time/space for others to speak.
 - e. Using "I" statements ("I feel," "I think," "I wonder," etc.).
 - f. Replacing criticism with questions and encouragement.

- g. Respecting those who wish to listen silently.
- 2. We will respect all art forms, traditional, contemporary or other.
- 3. We will consider what the criteria mean for each applicant based on:
 - a. How they define their own practice.
 - b. What is appropriate within their artistic discipline.
 - c. Their stage of career/practice/experience/expertise in their form.
 - d. A respect for the unique traditions and rights of different First Nations, Métis and Inuit nations/communities.
- 4. We will try to focus every conversation around what we appreciate about every project.
- 5. We will remember that this is not a panel of experts:
 - a. We will honour the knowledge and experience others share.
 - b. We will not impose arbitrary standards or ideas on an applicant or their project/activity that are not appropriate to the specific context.
 - c. We will acknowledge the experiences and values that may make each of us biased.
 - d. We will allow others to help us check in with our biases in a respectful and productive way.

Please refer to the **Assessment Committee Terms of Reference** for further information about the assessment process.

How to Apply

Applications will only be accepted online through [Calgary Arts Development's grant interface](#). Please see the above Equity Statement for information on accessibility and accommodation needs.

New users must set up an account to access the interface. For instructions on how to use the online grant interface, please refer to the **Granting Interface Questions** in our [Investment Program FAQ](#).

If you are applying on behalf of an organization that already has an account and you require assistance to access it, please contact us at grants@calgaryartsdevelopment.com or 403.476.2031.

Applications must be submitted **before 4:30pm MST** on the day of the deadlines. Late applications will not be accepted. Extensions may be provided upon request in certain circumstances in advance of a deadline. Consult the **Deadline Extension Policy** below for more information.

Please note that anonymized application information from both successful and unsuccessful applications may be used for program evaluation and research purposes.

Application Checklist

Phase One: Request for Proposal

- Organization Name**
- Primary Contact Name and Contact Information**
- Project Name**
- Project Focus**
 - Select all that apply from drop down list:
 - Create/Develop; Program/Present; Strategy/Capacity; Relationships/Community
- Requested Amount** (up to \$20,000)
- Mandate** (500 words)
- Proposal** (upload 2MB, PDF, no more than two pages)
 - **Upload your project summary**, considering the criteria of Artistic and Public Impact. You may consider the below questions as a guide.
 - What is your artistic vision in terms of how you make your work and develop your programs, and/or what is important to your organization?
 - What are the tasks, activities and/or events related to your project, and who are the individuals or partners involved?
 - What are your artistic goals for this project?
 - What is the relationship between this project and your overall artistic vision?
 - Who is your public for this project in terms of audience, participants and/or communities? How will you engage and interact with them?
- Support Material**
 - Provide up to three pieces of support material showing recent work, projects or partnerships which demonstrate capacity for this proposal (assessors will read or view up to 10 minutes of material) (upload 2MB, PDF, JPG, DOC, DOCX, XLS, XLSX, or links).

Phase Two: Application (Only successful applicants to the Request for Proposals Phase)

- Beginning and End Dates** of the project.
- Project Description** (upload 2MB, PDF, no more than one page)
 - Provide a detailed project description including any information not provided in Phase 1: Request for Proposals.
- Artistic Impact** (600 words)
 - Describe how this project aligns with the program criteria of artistic impact.
- Public Impact** (600 words)
 - Describe how this project aligns with the program criteria of public impact.
- Timeline for Project** (upload 2MB, PDF, XLS, XLSX)
- Project Budget** (upload 2MB, PDF, XLS, XLSX)
 - Account for the entire scope of the project. If your overall expenses exceed the amount you are applying for, explain how you will cover additional costs.

- Use the notes section to clarify line items and specify whether other revenue or in-kind support is confirmed or pending.
- **Financial Statements** (upload 2MB, PDF)
 - Include a **Statement of Operations** and a **Balance Sheet** for your last completed fiscal year.
 - Statements that have not undergone an audit or review engagement must be signed by two board members not involved in their creation
- **Evaluation Section** (600 words)
 - What does success mean to you as an organization?
 - How will this project contribute to your success as an organization?
 - How will you know you have achieved your project goals?
 - How will you capture your learnings and measure the success of the project?
- **Statistical Form**
 - Complete a statistical spreadsheet with estimates for project impact.
- **Support Material**
 - Attach files or links that are related to your project and help strengthen your case, such as examples of previous work, documentation related to expenses, materials describing the project, and so on (up to four attachments, each with a maximum size of 4MB, PDF, JPG, DOC, DOCX, XLS, XLSX) (assessors will read or view up to 10 minutes).

Conditions of Grant and Reporting

Applicants will be notified of their results in both phases by email. Successful applicants will be required to sign and return an Investment Agreement no later than 30 days after notification in order to receive this funding.

A **Final Report** will be due by **December 1, 2020**. In addition to a final report, successful applicants will be invited to participate in an optional peer-learning focus group facilitated by an external facilitator. Artists funded through this program will be invited to participate in a short annual survey to measure long-term program impact. Successful applicants may be invited to complete a social network analysis survey, the Equity, Diversity, and Inclusion Census, and an optional Calgary Arts Professionals Survey.

Final Report

A **Final Report** will be assigned to successful applicants in the grant interface with a deadline of December 1, 2020.

- Describe the result of your project.** Did anything change from the original application (800 words)?
- Describe how you achieved your artistic goals** and the artistic and public impact as described in your application. How did this contribute to your success as an organization and in meeting your organizational mission (800 words)?
- Describe the learnings** you captured and measurements of your success captured throughout the year using the evaluation processes identified in your application (800 words).
- Upload your **budget with actuals** (2MB, XLS, XLSX)
- Complete a **statistical spreadsheet** with final results for project impact.
- Support Material**

Unsuccessful Applicant Reporting

Unsuccessful applicants may be invited to participate in an optional peer learning focus group facilitated by an external facilitator. Artists may be invited to participate in a short annual survey to measure long-term program impact. Participants would be compensated for their participation.

Collection, Use, Disclosure of Grant Information

Personal information is received by Calgary Arts Development from people and organizations who apply for grants, members of committees assessing applications, and many others in the course of its activities. Calgary Arts Development will never reveal personal information to any third party without your prior knowledge and consent, unless required to do so by law.

Information provided in both successful and unsuccessful grant applications may be used to plan, evaluate and review programs, and for generating statistics for these activities: statistical reporting, studies, issue and trend analysis. Information shared when reporting in these ways will be anonymized and only shared in aggregate. No personal information provided in grant applications will be shared publicly without prior applicant consent.

Deadline Extension Policy

For clients who intend to submit applications but will miss the deadline, a written request for extension must be received by Calgary Arts Development before the deadline.

Requests not received in time will result in ineligibility for that granting period. The request must state the reason(s) the application deadline cannot be met. Acceptable reasons may include:

- Personal health or family crisis
- Birth or death of a family member
- Unforeseen personal priority

Calgary Arts Development staff will review the request for extension. If in Calgary Arts Development's sole discretion the reason for the extension is compelling, a deadline extension will be granted. A written notice explaining Calgary Arts Development's decision will be sent to the applicant. Extensions will only be granted if doing so will not materially affect the planned assessment process.

Notwithstanding the foregoing, Calgary Arts Development, in its sole discretion, may grant an extension in extenuating circumstances.

Questions

Consult the [Investment Program FAQ](#) for answers to common questions about the program.

Our team is here to support you! If you have any questions about the program contact the Community Investment team at grants@calgaryartsdevelopment.com or 403.476.2031.

Project Grant Program – Organizations 2019

Assessor Terms of Reference

The purpose of this document is to outline the roles and responsibilities of assessors, and to outline the criteria and processes of the program(s) being assessed. Reviewing, understanding and committing to adhere to these terms is a pre-requisite for assessing the program(s).

Program Overview

This program is intended to provide equitable access to one-time project funding on a yearly basis to arts organizations *not* funded through the Operating Grant or City-Builder programs from 2019 onwards. The intention is to support projects that exemplify what our artistic community has to offer and ensures citizens of Calgary continue to have access to meaningful, high-quality artistic experiences.

Description of Role

Assessors will be required to carefully consider applicants and their projects, presentations or performances.

The criteria for the Project Grant Program – Organizations are:

- **Artistic Impact:** The thoughtfulness, quality and intention of the work being proposed, its potential to further the applicant's artistic goals, and its potential to meaningfully contribute to a related artistic discipline or community.
- **Public Impact:** How clearly the applicant has identified and understands their public and how meaningfully, intentionally and thoughtfully the applicant proposes to engage with them through the proposed project.
- **Planning (Phase 2 Criteria only):** How effective, researched, thoughtful, and feasible the proposed project and budget are.

Assessors should consult the **Project Grant Program – Organizations Guidelines** for further information.

Each member of the assessment committee will be required to read, score, and comment on all applications to Phase 1: Request for Proposals. The assessors' total scores in the first phase will determine the cohort of 20 ~ 40 which will move forward to Phase 2: Application.

The assessors will then read, score, and comment on all applications in Phase 2, after which assessors will meet as a group to discuss, assess and prioritize applications to provide final investment recommendations to Calgary Arts Development. During this phase, assessors will have access to information provided in Phase 1 as well as the full application completed in Phase 2.

Responsibilities

Assessors are responsible for:

- Making funding recommendations to Calgary Arts Development in keeping with the stated criteria for the Project Grant Program – Organizations.
- Participating in assessor training and orientation sessions hosted by Calgary Arts Development.
- Attending arts events in Calgary for the artist projects or public works.
- Advocating for the arts in Calgary.
- Encouraging their respective communities to participate in Calgary's arts sector.

Commitment to Equity

We acknowledge that we are on the traditional territory of the Blackfoot Nations—Siksika, the Piikani, and the Kainai; and also acknowledge the Beaver people of the Tsuut'ina and the Bearspaw, Chiniki and Wesley bands of the Stoney Nakoda First Nations, the Métis People of Region 3, and all people who make the Treaty 7 region their home.

As part of our responsibility to Calgarians to ensure equitable access to public funding, Calgary Arts Development is dedicated to addressing and working to eliminate institutional inequity in our programs, policies, and practices. We also acknowledge that our actions—both conscious and unconscious, past and present—have benefited some communities while limiting opportunities and outcomes for others.

To participate as an assessor in this program means you share a vision of a city where all artists have the freedom, agency, and platform to share and amplify their stories, art, cultures and experiences. We ask that all assessors bear this in mind as we share the responsibility of recommending funding and/or support.

To that end, Calgary Arts Development's Community Investment team is accountable to ensuring that lines of communication are welcoming, clear, and open, and that the scoring process is fair and deeply considerate. Do not hesitate to reach out to us to support your questions, both philosophical and technical, especially where personal tastes and biases intersect with and/or complicate your ability to evaluate this program.

Group Agreements

All members of the assessment committee will be expected to honour the following group agreements when discussing applications:

1. We commit to creating a safe space for everyone by:
 - a. Respecting each person regardless of how they identify, including their gender, sexuality, age, religion, beliefs, nation, etc.
 - b. Not interrupting others.
 - c. Being mindful of how much time/space we each take up in discussions.
 - d. Making time/space for others to speak.
 - e. Using "I" statements ("I feel," "I think," "I wonder," etc.).
 - f. Replacing criticism with questions and encouragement.
 - g. Respecting those who wish to listen silently.
2. We will respect all art forms, traditional, contemporary or other.
3. We will consider what the criteria mean for each applicant based on:
 - a. How they define their own practice.
 - b. What is appropriate within their artistic discipline.
 - c. Their stage of career/practice/experience/expertise in their form.
 - d. A respect for the unique traditions and rights of different First Nations, Métis and Inuit nations/communities.
4. We will try to focus every conversation around what we appreciate about every project.
5. We will remember that this is not a panel of experts:
 - a. We will honour the knowledge and experience others share.
 - b. We will not impose arbitrary standards or ideas on an applicant or their project/activity that are not appropriate to the specific context.
 - c. We will acknowledge the experiences and values that may make each of us biased.
 - d. We will allow others to help us check in with our biases in a respectful and productive way.

Membership

Calgary Arts Development optimizes the composition of the assessment committee to ensure that it represents a diversity of specializations, artistic practices, backgrounds, and perspectives. Assessors should have an exemplary track record of professional, business or community-minded ethics and a strong commitment to the continued growth and vitality of the arts in Calgary. Assessors are appointed by staff through a public nomination process. Candidates are screened for qualifications in line with program needs, as well as any potential conflicts of interest.

Calgary Arts Development will appoint two committees for the Project Grant Program – Organizations. The first committee will assess Phase 1: Request for Proposals, and a second, which may include up to two assessors from the first committee, will assess Phase 2: Application.

Qualifications and Required Skills

Community Members: Calgarians with an appreciation for the arts (any discipline) who actively attend arts performances and presentations. Community members should possess skills that are transferable to the non-profit arts sector, including, but not limited to:

- Non-profit board governance
- Organizational management
- Business planning and project management
- Marketing and communications
- Event production
- Investment and resource development
- Community and government relations
- Design or creation within the broader creative industries

Peers: Artists and arts professionals who possess professional experience and knowledge directly relevant to the arts sector. Calgary Arts Development follows the definition of “peers” established by the Canada Council for the Arts: “people who, by virtue of their experience, knowledge and open-mindedness, are capable of making a fair and informed assessment of the comparative merits [of submissions]. ... Peer assessment ensures that artistic quality is (able to be considered) in decisions made and thus protects diversity of opinion and artistic freedom.”

Additional Skills

- Marketing and communications.
- **Peers:** A background in the arts (dance, music, theatre, literary arts, film, media arts, visual arts, and/or festivals and events) that demonstrates a profound commitment to an artistic discipline and/or reflects a high level of artistic and aesthetic experience and accomplishment.
- **Community Members:** An understanding and familiarity with the arts (dance, music, theatre, literary arts, film, media arts, visual arts, and/or festivals and events).
- Relevant skills, experience and knowledge that will accommodate the range of applicants to be juried.
- A generous spirit, exceptional listening skills and a willingness and ability to embrace change, complexity and different viewpoints.

- An understanding and awareness of Calgary and region, and an insight into our social and cultural climate.
- The respect of peers in the community.
- The ability to function well within a committee structure.

Term

Assessors will meet for training and orientation sessions and will attend the arts activities of the applicants they will be assessing, wherever possible. Assessors will be asked to participate for a term no shorter than one year and no longer than three years. Assessors' time commitment for the Project Grant Program – Organizations is:

March 2019: One training and orientation session in preparation for the review process.

April – May 2019: Online review process for Phase 1: Request for Proposals.

May 2019: One training and orientation session in preparation for the review process.

June – July 2019: Online review process for Phase 2: Application.

July 2019: Two full-day review meetings to discuss each application and make recommendations for funding.

March 2019 – September 2020: Experience arts activities of the applicants being assessed.

Committee members are encouraged to view the work of Project Grant Program – Organizations applicants as much as possible for the duration of the term.

Lines of Accountability and Communication

Assessors will report to Calgary Arts Development staff. All deliberations of the Assessment Committee as well as all records, material and information obtained by a member and not generally available to the public shall be considered confidential. Adhering to the Terms of Reference, assessors shall maintain the confidentiality of their deliberations and shall safeguard such records and information from improper access.

Conflict of Interest

Assessors will follow Calgary Arts Development's Policy on Conflict of Interest and Code of Conduct (excerpt from Calgary Arts Development's Governance Manual below). All assessors are required to sign a statement agreeing to fully disclose any actual or perceived conflict with any applicant whose submission they have been appointed to review. Assessors with an actual or perceived conflict with an applicant will be removed from the assessment process for said applicant.

“Upon consideration of any proposed activity with the potential to benefit an organization or initiative with which the director or volunteer committee member shall participate in the decision-making process where there is a potential or actual conflict of interest. The individual so affiliated shall leave the room during discussion and shall not vote or use personal influence in the decision-making process.”

Confidentiality

Protecting the Anonymity of Assessors During the Granting Cycle

Calgary Arts Development requests that individuals engaged as assessors maintain their own anonymity and the anonymity of other assessors in order to prevent the possibility of pressure being applied from grant applicants and the community that could affect assessments.

Disclosure of Assessor Names by Calgary Arts Development

Calgary Arts Development will release assessor names as part of its annual Accountability Report published the subsequent year. In the case where assessors are engaged in programs that contain a verbal presentation from applicants, assessors will be introduced to applicants at the time of the presentation, before the program cycle is complete.

Protecting the Confidentiality of Applicants and Applicant Information

All deliberations of assessors, all corporate records and material submitted by applicants as part of their applications that is not generally available to the public shall be considered confidential. All assessors are required to safeguard such records and information from improper access and to sign and adhere to a confidentiality agreement prior to accessing any confidential information.

Honorarium

Calgary Arts Development will provide a working wage to assessors. The wage will be mailed to assessors after the reviewing process is completed:

\$3.75/application for Phase 1 (\$15/hour, 15 minutes per application)

\$7.50/application for Phase 2 (\$15/hour, 30 minutes per application)

\$15/hour for assessor training session (up to three hours) and in-person jury meetings (up to 16 hours)