GENERAL FUNDING PROGRAM

Multi-year Operating Grants

2017-2018 Program
OVERALL OBJECTIVES

The General Funding Program of the Conseil des arts de Montréal supports the creation, production and presentation of arts activities on the Island of Montreal. By providing financial assistance to various organizations in the arts sector, this program helps them to fulfill their mandate. It also fosters artistic excellence\(^1\) and enables Montrealers to experience art in all its forms.

1. ELIGIBILITY

1.1 Organizations

This program is intended for professional organizations and artist collectives working in the circus arts, dance, digital arts, film and video, literature (including cultural periodicals), music, new artistic practices, theatre, and visual arts.

These organizations include, but are not limited to, the following: visual artist centres; performing arts companies involved in creation and production; specialized or pluridisciplinary arts presenters; organizers of festivals or disciplinary or pluridisciplinary events; access centres for the creation and production of film or auteur videos; art galleries; museums; service organizations; publishers of cultural periodicals; artist collectives; professional associations, etc.

1.2 General Edibility Requirements

→ **Legal status and conditions**

- must be a duly constituted non-profit organization or artist cooperative that does not distribute dividends;
- must be based on the Island of Montreal for at least one full year;
- must have a board of directors composed primarily of Canadian citizens or landed immigrants;
- must have the principal mission of creating, producing and presenting arts activities, or of uniting and representing artists and/or cultural workers from a discipline or multidisciplinary sector.

→ **Professionalism**

- must have a recognized level of competency and be able to demonstrate it;
- must be directed by qualified persons;
- must have stable artistic management;
- must present activities whose artistic quality is recognized;
- must bring together, represent or employ professional artists and cultural workers.

2. INELIGIBILITY

2.1 Organizations and individuals
- organizations that do not meet the general eligibility criteria;
- individual artists;
- artists’ collectives;
- organizations that have not yet received two project grants under the General Assistance Program over a period of five years maximum;
- publishers of cultural periodicals that publish less than three issues per year, or are distributed free of charge or available solely on the Internet;
- public organizations, para-public government organizations, and municipal corporations;
- institutions devoted to teaching, education or professional training.

2.2 Sectors of activity
- organizations working exclusively in the fields of variety, song and humour.

2.3 Applications
- incomplete applications;
- applications received after the deadline.

3. PROGRAM DETAILS

With this program, the Conseil is endeavouring to ensure that the organizations are financially stable, enabling them to better plan their activities, facilitate their administration and more easily meet the program’s evaluation criteria.

3.1 Description
- Operating grants are awarded for the full range of activities related to the organization’s mandate.
- Biennial operating grants are allocated for a period of two years, coinciding with the organization’s fiscal year.
- Quadrennial operating grants are allocated for a period of four years, coinciding with the organization’s fiscal year.
- Organizations may submit only one application per cycle.

3.2 Specific eligibility criteria for biennial operating grants
- must have received, on at least two occasions, a one-time project grant over a maximum period of five years or be currently supported by a biennial grant;
- must generate a significant volume of activities for the discipline or sector;
- must receive excellent evaluations.

3.3 Specific eligibility criteria for quadrennial operating grants
- must be receiving biennial or quadrennial support;
- must demonstrate artistic and administrative stability that will ensure a solid artistic presence and sustained development;
- must have received excellent evaluations for several years.

3.4 Operating grant refusals
- No operating grants are made during the two-year or four-year cycles.
- Unsuccessful biennial grant applicants will be evaluated with the project grant applications.
- Unsuccessful quadrennial grant applicants will be evaluated with the biennial grant applications.
3.5 Modifications to operating grants
- Funding may fluctuate over the course of a cycle:
  - decreased, if the Conseil’s budget or amount devoted to a particular sector has been reduced;
  - increased, if additional funding becomes available or if there has been a need to raise it;
  - in accordance with the Withdrawal of Support Policy (see section 9).

3.6 Access to one-time funding
Organizations receiving biennial or quadrennial support may submit, once a year, an additional application for one-time funding:

3.6.1 Special projects
- the project must be outside the organization’s mandate and regular activities;
- the project must be non-recurrent.

3.6.2 Cultural exchanges
- the cultural exchange project must be non-recurrent;
- the project must take place primarily abroad;
- the project must have a developmental effect on the activities of an organization and/or sector.

4. APPLICATION PROCEDURE – DOCUMENTS TO ATTACH

4.1 Applying for biennial or quadrennial support
Consult the website http://www.artsmontreal.org/en/orora and follow the directions on the ORORA portal for filing grant applications.

You will be asked to complete or update your profile, after which you will eventually have access to your application history and correspondence with the Conseil.

Should you have any difficulties, please contact the Conseil at (514) 280-3580 or artsmontreal@ville.montreal.qc.ca.

4.2 Documents to include with the application:
- financial statements for the last business year if not previously submitted;
- the organization’s letters patents, if modifications have been made;
- the corporation’s statutes and regulations, if modifications have been made;
- press kit (abridged version);
- list of Internet links presenting excerpts or uncut versions of works or activities related to the application.

4.3 Applying for special projects and cultural exchanges
Only one application may be made annually, respecting one of the following deadlines: January 13, February 15 or September 15 (except music and dance). The organizations must complete the relevant forms.

4.4 Presentation
Please limit the texts to the number of words indicated.
5. EVALUATION CRITERIA FOR OPERATING GRANTS

The Conseil des arts de Montréal evaluates all applications on merit, and awards grants based on the funds at its disposal.

5.1 Cross-sectional criteria
These factors include the strategic priorities identified by the Conseil, as well as those elements that contribute to the vitality of the arts community. Each of these intersect with the evaluation criteria relating to mandates (5.2):

- representivity of culturally diverse artists/cultural workers and Aboriginal communities, as well as minority, non-Western, mixed or Aboriginal practices;
- representivity of emerging artists, collectives and organizations;
- demonstration of innovation:
  - in the artistic projects;
  - in their relationship with the public;
  - in production and management models;
- original contribution to artistic development and renewal;
- efforts devoted to the remuneration of artists, artisans and cultural workers, and respect for the collective agreements in force;
- ability to collaborate with different partners, to establish formative partnerships and roots in the civic community.

5.2 Criteria with respect to mandates

| 5.2.1 Organizations involved in creation/production |

**Artistic quality – 60%**
- presence of a strong and innovative artistic directorship;
- clarity of artistic orientations with regard to the ecology of the artistic community;
- artistic quality and originality of past achievements and upcoming projects;
- activities consistent with the mandate and artistic orientations;
- balance between the organization’s programming choices and its resources.

**Impact of the organization and contribution to audience development – 20%**
- effectiveness of outreach strategies with various populations on the Island of Montreal and, according to the organization’s mission, its national and international visibility (outreach activities, tours, etc.);
- public recognition.

**Management and administration – 20%**
- ability of the organization to efficiently manage its activities and carry out its projects;
- ability to maintain a sound and stable financial situation;
- organizational health and sound governance;
- diversity of funding sources.

For organizations receiving quadrennial grants, the following elements are also considered:

**Artistic quality**
- importance given to risk-taking;
- leadership shown within the community.

**Management and administration**
- diversity of backgrounds and expertise within the board of directors;
- importance given to strategic planning, as well as to change management and the various stages of development (e.g. staff turnover, managerial succession, growth crises, etc.).
### 5.2.2 Professional associations, groups and service organizations

**Mission and fulfillment of mandate – 40%**
- quality and consistency of activities or services with the organization’s mission and orientations;
- size of the membership or clients served.

**Contribution to the discipline and assistance to the artistic community – 40%**
- contribution and impact of the organization on the development of its milieu;
- capacity to maintain and/or improve its services;
- efforts devoted to improving to artists’ working and socio-economic conditions in the discipline concerned, if applicable;
- quality of the involvement of members or community partners.

**Management and administration – 20%**
- demonstration of financial viability and equilibrium;
- organizational health and sound governance;
- diversity of funding sources.

For organizations receiving quadrennial support, the following factors are also considered:

**Contribution to the development of the discipline and assistance to the artistic community**
- leadership shown by the organization within the community.

**Management and administration**
- diversity of backgrounds and expertise within the board of directors;
- importance given to strategic planning, as well as to change management and the various stages of development (e.g. staff turnover, managerial succession, growth crises, etc.).
### 5.2.3 Cultural periodicals

**Artistic quality – 65%**
- quality of the editorial content and adherence to the artistic mandate;
- relevance and quality of the selection of authors, artists and collaborators;
- consistency and quality of the visual presentation.

**Reach and impact – 20%**
- efforts made to raise the profile of artists, writers and organizations;
- development of a publishing program that increases readership and contributes to the growth of the discipline concerned;
- effectiveness of the communications, marketing and promotional activities.

**Management and administration -- 15%**
- adherence to the publishing program;
- amount of subscription revenues, taking into account the discipline and target audience;
- demonstration of financial viability and equilibrium;
- organizational health and sound governance;
- diversity of sources of funding.

For organization receiving quadrennial funding, the following factors are also considered:

**Impact/reach**
- leadership shown by the organization within its community.

**Management and administration**
- diversity of backgrounds and expertise within the board of directors;
- importance given to strategic planning, as well as to change management and the various stages of development (e.g. staff turnover, managerial succession, growth crises, etc.).
### 5.2.4 Festivals, events, specialized and multidisciplinary presenters

<table>
<thead>
<tr>
<th>Category</th>
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<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality and impact on artistic development</td>
<td>60%</td>
<td>- clarity and coherence of the organization’s mandate, and relevance with regard to the ecology of the artistic sector;</td>
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<td>- strong and innovative artistic direction;</td>
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<td>- quality, consistency and relevance of the program vis-à-vis the organization’s mission, artistic orientations and resources;</td>
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<td></td>
<td>- quality of welcome and support offered to participating artists or organizations and efforts devoted to raising revenues to present productions;</td>
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<td></td>
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<td>- efforts devoted to dialogues and meetings with different disciplines (multidisciplinary organizations).</td>
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<tr>
<td>Impact/reach of the organization and audience development</td>
<td>20%</td>
<td>- knowledge of the public and ability to welcome, develop and build up new and loyal audiences;</td>
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<td></td>
<td></td>
<td>- effectiveness of outreach activities, communications, marketing, promotion and advertising.</td>
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<td>Management and administration</td>
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For organizations receiving quadrennial funding, the following elements are also considered:

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<td>- leadership shown by the organization in its field.</td>
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<td>Impact and audience development</td>
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<td>- ability of the organization to take into account the socio-demographic factors in its audience development strategies.</td>
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<td>Management and administration</td>
<td></td>
<td>- diversity of backgrounds and expertise within the board of directors;</td>
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</table>
6. PROCEDURE FOR EVALUATING APPLICATIONS

6.1 Six-step process:

1. reception of applications and verification of eligibility by assigned professionals working under the authority of Conseil management;
2. analysis of the impact of the organization, as well as the administrative and financial aspects;
3. study and recommendations by the Evaluation Committee;
4. Evaluation Committee chairs present recommendations to the members of the Board of Directors;
5. final decision at a Board meeting and allocation of grant by Board members;
6. notice of decision sent out.

6.2 External consultation
For evaluation purposes, the Conseil may consult other organizations involved in the same grant applications, as well as outside experts.

6.3 Confidentiality
The Conseil guarantees the confidentiality of all personal information in its possession, and restricts access to all confidential documents it receives, subject to the Loi sur l’accès aux documents des organismes publics et sur la protection des renseignements personnels (LRQ., chapter A-2.1).

7. PAYMENT OF GRANTS AND REPORTS

7.1 Payment
The two-year or four-year grant is paid annually in two instalments:

7.1.1 First payment
- 90% following a positive response for the first year of the cycle;
- 90% upon receipt of the Interim Report for each subsequent year.

7.1.2 Second payment
- 10% for each year of the cycle upon receipt of the financial statements and the Final Report submitted within four months of the end of the fiscal year.

7.1.3 Payment for one-time grants
The grants for special projects and cultural exchanges are paid in a single instalment.

7.2 Reports

7.2.1 Interim Report
For year 2 of the biennial grant, and for years 2, 3 and 4 of the quadrennial grant, the organization must submit a report pertaining to ongoing activities and a plan for subsequent activities and/or program:
- on December 15, February 15 or September 15, depending on the date of the initial submission.

7.2.2 Final Report
Each year, the organization must submit its financial statements, revised budget, as well as a summary of the activities carried out:
- within 4 months of the end of its fiscal year.

7.2.3 Presentation
Please limit the number of words to the maximum stipulated.

8. OBLIGATIONS OF THE ORGANIZATION

By accepting payment of the grant, the organization agrees to complete the activities covered by the grant and to respect all accompanying conditions.

8.1 Organizations receiving operating grants shall agree to:
- advise the Conseil of any major changes regarding its mandate, management or activities;
- submit the activity report and financial report within the required periods;
- submit, within four months of the end of its fiscal year, the statements of that year signed by two board members, according to the following provisions:
  a) an organization receiving a grant from the Conseil of $50,000 or more under the General Funding Program must produce audited financial statements prepared by a chartered accountant (CA);
  b) an organization receiving a grant from the Conseil of less than $50,000 and more than $20,000 under the General Funding Program must produce a review engagement report prepared by a chartered accountant (CA) or a certified general accountant (CGA);
  c) an organization that receives a grant from the Conseil of less than $20,000 under the General Funding Program must submit a summary, along with an income and expense statement prepared by the organization and signed by two members of its board of directors.
- publicly acknowledge the Conseil des arts de Montréal’s contribution by reproducing the Conseil’s logo in its programs, brochures, flyers, and other promotional material. The Conseil’s logo and specifications appear on its website: www.artsmontreal.org/logo.php.
- respect certain special conditions, if applicable, pertaining to the use of the grant.

9. POLICY REGARDING THE OPENING OF THE CYCLE AND WITHDRAWING OF SUPPORT DURING THE BIENNIAL OR QUADRENNIAL CYCLE

At the beginning of the cycle or when paying the grant during the cycle, the Conseil reserves the right to modify, withhold or suspend payment of grants in the following circumstances:

9.1 Opening of the cycle
Depending on available funds, the number of applications, the number of satisfactory applications, and the budget allocations for operating grants, project grants or other initiatives, the committee may recommend the acceptance of new organizations, increase or reduce the length of the quadrennial or biennial cycle, or raise or lower the grant amount without notice. The Conseil may provide special assistance if the amount or duration of the grant is reduced. The committee may recommend a total suspension of funding for the previous cycle, which may
be implemented in a progressive manner, depending on the nature of the organization, in order to mitigate the impact of this decision on ongoing activities.

Should the organization make a major change to its mandate, the committee may recommend a reduction or even suspension of support without notice.

9.2 Withdrawal of support during a cycle
The Conseil’s financial support may be suspended or modified:
- if an organization ceases operations;
- if there has been a change in artistic direction, in the artistic mandate, or in activities unapproved by the Conseil;
- if an organization’s activities or development, upon receipt of the reports, are deemed unsatisfactory;
- If an organization has incurred a cumulative deficit equivalent to 10% or more of its total revenues.

9.3 Unsatisfactory assessments
To remedy unsatisfactory situations, conditions will be applied: for example, a recovery plan, quarterly budget reports, a new business plan, etc.

The documents to be presented and modifications to be made, which will have an impact on the awarding of the grant, must respect a specified timetable. Failure to comply with specific conditions may result in the withdrawal, in whole or in part, of the organization’s financial support.

10. APPLICATION DEADLINES FOR 2017-2018

10.1 Submission deadline
Please note that there are three deadlines for festivals and special or multidisciplinary events, which depend on the dates these events are held, and the ability of the organization to present a clear idea of its program.

**January 13, 2017**

<table>
<thead>
<tr>
<th>Mandate</th>
<th>Discipline</th>
<th>Cycle</th>
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<tbody>
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<td>Festivals and events</td>
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<tr>
<td>Presenters</td>
<td>Film / video and the multidisciplinary sector</td>
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**February 15, 2017**

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<tr>
<td>Creation/production</td>
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10.2 Deadline occurring on a holiday
When the application deadline falls on a statutory or working holiday, the deadline is postponed until the next working day.

11. RESPONSE TIME

11.1 Waiting period
After the application deadline, a period of 12 to 14 weeks is needed to process the application.

11.2 Announcement of decision
Organizations are invited by e-mail to consult the results on the ORORA portal. No decision will be relayed by phone.

11.3 Appeal
The decisions reached by the Conseil des arts de Montréal are final and not subject to appeal.

12. INFORMATION

For further information, consult the website www.artsmontreal.org or contact your cultural advisor:

**Circus Arts, New Artistic Practices and Multidisciplinary Presentation**
Christiane Bonneau
(514) 280-3389
christiane.bonneau@ville.montreal.qc.ca

**Music**
Claire Métras
(514) 280-3586
cmetras.p@ville.montreal.qc.ca

**Dance**
Sylviane Martineau
(514) 280-3587
smartineau.p@ville.montreal.qc.ca

**Theatre**
Isabelle Boisclair
(514) 280-3793
isabelle.boisclair@ville.montreal.qc.ca

**Film/Video and Literature**
Marie-Anne Raulet
(514) 280-2599
marie-anne.raulet@ville.montreal.qc.ca

**Visual and Digital Arts**
Marie-Michèle Cron
(514) 280-3389
mcron.p@ville.montreal.qc.ca

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**Mandate**
- Festivals and events

**Discipline**
- All disciplines and the multidisciplinary sector (except dance and music)

**Cycle**
- Biennial and quadrennial