



## Arts, Culture & Heritage Fund (ACHF)

• *investing in the soul of our city* •

# PROGRAM GUIDELINES

Cultural Affairs Office  
Department of Recreation & Culture  
City of Windsor

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## BACKGROUND INFORMATION

### **Mission for the Cultural Affairs Office**

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Acting as a catalyst and facilitator, the Cultural Affairs office will ensure the provision of a range of affordable and accessible opportunities for engagement in cultural activities, services, and facilities to residents while at the same time building up a base of unique cultural attributes and activities for visitors, residents, investors, and businesses.

We work in the arts, culture and heritage sectors... the *creative community*. Culture is alive and thriving in our City, winding its way through every aspect of our daily lives, shaping who we are and what is amazing about our community.

### **The Community Strategic Plan**

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The City's **Community Strategic Plan** calls for a focus on cultural growth. It urges:

- *Capitalizing on our strengths* to promote tourism and hospitality, making the most of our advantages as a key Canadian gateway;
- *Reaching out to the world* to showcase Windsor as an outstanding place to live, work and visit;
- *Celebrating diversity* by recognizing our rich diverse culture and heritage;
- *Honouring heritage* by preserving structures that tell the story of our past;
- *Valuing art* by promoting and supporting the arts and local artists, and ensuring that our citizens have many opportunities to experience a wide variety of expression and performance.

### **The Municipal Cultural Master Plan (MCMP)**

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The City of Windsor's **Municipal Cultural Master Plan**, approved by City Council in May 2010 is a detailed report that maps out sixteen recommendations intended to serve as a goal-centred approach to facilitating the growth of culture in our community.

### **MCMP – Recommendation # 7 – Arm's Length Cultural Funding**

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It is understood that our creative community cannot act alone. It is recommended that an **arm's length cultural funding commission for cultural organizations be established**. This commission would be appointed to allocate funds from an amount set annually to qualifying cultural organizations according to set criteria. Jurors would be City of Windsor residents that have an understanding of cultural disciplines and organizations. Working with the City of Windsor's Cultural Affairs Office, they would facilitate a transparent and accessible application and funding process that would be accountable to Council, the City's creative community, and the City of Windsor as a whole. **In all cases, the funding decisions of this body would be final, and would not be subject to an appeal.**

## GENERAL INFORMATION

These guidelines are intended to help in preparing an application for funding under the **Arts, Culture & Heritage Fund (ACHF)**. Applicants are advised to read this document in its entirety prior to completing/submitting an application.

In order to be considered, applicants must consult with Cultural Affairs staff prior to submitting a project for funding and before the application deadline. Consultation means a conversation, by e-mail or phone, in which the applicant provides detailed information on their proposed project. **This consultation does not mean a project will be recommended for funding.**

We anticipate receiving more applications than any given funding round can support.

The ACHF application form can be downloaded at [www.citywindsor.ca](http://www.citywindsor.ca). Hard copies of all completed required forms, along with supporting materials must be received by the City of Windsor's Cultural Affairs Office no later than 3:00 pm on the application deadline date for each round. **Late applications will not be accepted or assessed.**

Applications must be hand delivered in person, or sent by mail/courier to the City of Windsor's Cultural Affairs Office. **E-mailed/faxed applications will not be accepted.**

Applicants may submit one application per funding round per fiscal year, for a maximum of two applications to the program per year.

The Cultural Affairs Office encourages applicants to submit projects that will be completed within six (6) months to one (1) year of receipt of funds. As such, **all Final Post-Project Reports must be submitted two (2) weeks after completion of the project.**

The ACHF cannot guarantee funding to all applicants, nor can it ensure that the total amount requested by successful applicants will be granted. The recommendation to fund a part of an applicant's request will depend on its fit with the program priorities, assessment criteria and the overall demand for funds available in the program. The Cultural Affairs Office will officially announce the results by letter or e-mail.

Applications for funding are subject to the *Freedom of Information and Protection of Privacy Act*.

The City, at its expense, reserves the right to audit any submitted financial statements or Project approved for City grants, and upon reasonable request to do so, the grant recipient shall make available at its premises all related books and records to the City of Windsor or its agents.

## ABOUT THE FUND

**MISSION OF THE ARTS, CULTURE & HERITAGE FUND:** The City of Windsor's Arts, Culture & Heritage Fund (ACHF) invests in the soul of our City by providing financial assistance to locally-developed arts, culture and heritage projects that provide exciting, surprising and meaningful opportunities to strengthen our creative community.

### **PROGRAM OBJECTIVES**

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The ACHF provides funding to support Windsor's priority to build a strong and stable creative community that contributes to a prosperous creative economy and to making Windsor an attractive and affordable place to live. The primary objectives of the program are to make strategic investments that:

- Promote innovation and support new, dynamic efforts in the creative community;
- Develop unique cultural resources to enhance the health and vitality of our communities and the quality of life for our people;
- Encourage participants in the creative community to stay and continue to create and work in the City of Windsor;
- Make arts, culture and heritage central to the lives of all our people;
- Increase public awareness and access to the arts, culture and heritage sectors;
- Celebrate diversity by recognizing our rich creative community;
- Value creativity by promoting and supporting arts, culture and heritage.

### **KEY PRIORITIES OF THE ARTS, CULTURE & HERITAGE FUND**

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The ACHF provides financial support to help strengthen and develop Windsor's creative community to achieve economic and creative growth in the City. Preference is given to projects that benefit one or more cultural sectors, and which develop new alliances and creative, innovative approaches. Projects **must address one or more** of the following key priorities:

- Increase Windsor's attractiveness, affordability, and quality of life;
- Support the development of new audiences;
- Increase the supply of skilled cultural workers;
- Nurture creativity and imagination through arts, culture and heritage projects;
- Encourage the inclusion of diverse cultural groups;
- Increase public access to the creative community.

# IMPORTANT DEFINITIONS

## **PROJECT**

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A special initiative which may be one-time, and may involve:

- New/unconventional collaboration between/across genres, disciplines or sectors;
- Creation of new work;
- Emphasis on new or emerging media, techniques, technologies and practices.

## **ART**

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Broadly conceived to include all genres within the following disciplines, with activities and expression which explore, interpret, create and celebrate:

- Performance (music, dance, theatre, spoken word, improvisation);
- Visual (two/three dimensional, performance, fine or artisanal craft, site specific or temporary installation);
- Literary (poetry, prose, storytelling);
- Media/New Media (film, video, still photography);
- Design (graphic and technological).

## **CULTURE & HERITAGE**

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Broadly conceived to include both tangible and intangible characteristics of the following elements, with activities and expression which explore, interpret and celebrate:

- Human diversity including First Nations, ethnicity, different abilities and orientations, gender and age;
- Human and natural history;
- Ecology and environment (as themes for artistic practice or historical interpretation);
- Heritage buildings, sites (including neighbourhoods, gardens, views), collections, archives, documentation, interpretation;
- Storytelling, narratives, traditions and values, artisanal methods.

## ELIGIBLE ORGANIZATIONS

To be eligible for consideration, the applicant must be either an arts, culture or heritage organization that meets **all** of the following criteria:

- Be Windsor-based;
- Not receive concurrent funding from the City of Windsor;
- Be not-for-profit, incorporated as a not-for-profit, or a registered charity;
- Primarily produce and display work, and conduct regular operations in Windsor;
- Have arts, culture or heritage as the main focus;
- Be in 'good-standing' for at least one year at the time of the application;
- Demonstrate fiscal responsibility;
- Be directed by recognized professionals and / or managed by experienced volunteers.

## ELIGIBLE INDIVIDUALS

To be eligible for consideration, the applicant must:

- Be a Windsor resident;
- Primarily produce and display work outside of an organizational framework;
- Be engaged in their arts, culture or heritage activity in the City of Windsor;
- Be a recognized professional (have completed formal/informal training).

## ELIGIBLE PROJECTS

Eligible Projects under the ACHF program may include, but are not limited to:

- Providing opportunities for organizations to engage youth and new creators;
- Arts, culture and heritage tourism initiatives that result in new product development, increased market-readiness and new business opportunities;
- Outreach projects which identify ways to strengthen organizational capacity to reach new markets, regions, cultural minorities and untapped future audiences.

Eligible Projects must:

- Not receive concurrent funding from the City of Windsor for this initiative;
- Be accessible to everyone;
- Be publicized citywide;
- Offer a unique cultural experience;
- Have a separate budget from the organization's annual operating budget;
- Demonstrate support (financial or in-kind) beyond what is provided by the fund.

## INELIGIBLE PROJECTS & EXPENDITURES

Ineligible projects and expenditures for the ACHF include the following:

- Initiatives which receive concurrent financial or in-kind support from City sources;
- Using ACHF funds to provide financial support (re-grant) to other organizations;
- Ongoing operating or administration expenses;
- Feasibility studies;
- Decor, food, or beverage costs;
- Costs relating to fundraising activities or events;
- Retroactive funding for events which have already occurred;
- Construction, renovation, major purchases (capital, property, etc.);
- Deficit reduction;
- Development of proposals for provincial/federal/municipal/private sector grants;
- Marketing and promotional expenditures that are not related to the project;
- Contingency or unexplained miscellaneous costs;
- Supporting activities which are politically partisan or primarily focused on sports, commercial activity (tradeshow, conferences), religion, healthcare, social service, and/or seek to attract a special interest audience;
- Any other expenditure that does not relate to the realization of the project.

Please Note:

- Depending on fulfillment of all criteria, including financial need, recipients of ACHF Project Grants may re-apply for funding of the same initiative in each of two consecutive years, but after three consecutive years of funding are no longer eligible to apply for support of the same initiative. This ensures that the group of organizations and initiatives benefiting from these grants is refreshed on an ongoing basis.
- **Funding is not automatically renewed every year.**

## MAXIMUM FUNDING

Applicants are asked to apply for a reasonable amount of money to complete their proposed projects.

**Project funding under the ACHF program will not exceed \$5,000.** Project funding not covered by the ACHF program must be provided by the applicant or through other project revenues.

The ACHF cannot guarantee funding to all applicants, nor can it ensure that the total amount requested by successful applicants will be granted. The recommendation to fund all or part of an applicant's request will depend on its fit with ACHF priorities, assessment criteria and the overall demand for funds in the program.

# APPLICATION PROCESS

In addition to providing important information for the assessment of the grant application, both the financial and statistical parts of the application provide the City of Windsor's Cultural Affairs Office with valuable information enabling them to effectively advocate on behalf of the local creative community on an ongoing basis. Prior to completing the ACHF application, all potential applicants must consult with Cultural Affairs staff (see information on page 4 of these guidelines).

## APPLICATION FORMS

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All application forms are posted on the City of Windsor's website. There are three mandatory forms for applicant organizations:

- **The Application:** completed and signed by a person who is an authorized signing authority for the applicant (e.g. signature of Board Chair);
- **The Financial Statement:** for the most recently completed calendar year, and either audited or unaudited (must be signed by two members of the Board);
- **The Project Budget:** total project revenues must equal project expenditures.

**Please use the Submission Checklist provided at the start of your application form (and page 10 of these guidelines) to ensure a complete submission.**

## WHAT TO SUBMIT

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Submit **SIX (6)** separate sets (hard copies) of your application. Please ensure that your application is complete, signed, accurate, legible, and submitted in the correct order with the correct number of copies. We will not automatically notify you when we have received your application package, nor will we notify you if your package is incomplete.

## HOW TO SUBMIT

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It is the applicant's responsibility to send their application in on time. We will accept applications postmarked by Canada Post or a courier no later than 3:00 pm on the deadline date. Applications can be hand delivered or mailed to: Cultural Affairs Office, Recreation & Culture, City of Windsor, 2450 McDougall St. Windsor, ON. N8X 3N6. Your application must be complete (**photocopied and sorted into six (6) complete sets**) before submitting. Applications that are late, incomplete, have been faxed or sent electronically through e-mail will not be accepted or assessed.

## Supporting Materials

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It is not mandatory to submit supporting materials; however, they can enhance your application and provide unique insight to the Jury. Supporting materials will not be returned. Please do not submit original works of art.

## APPLICATION CHECKLIST

### Project Grants – For Organizations

- 6 hard copies of the application
- 6 hard copies of financial statement
- 6 hard copies of the project budget
- 1 hard copy of list of Board of Directors  
-include names, positions, contact
- 1 hard copy of list of Management/Admin.  
-include names, positions
- 1 hard copy of Incorporation/Charitable  
Status Certificate
- 1 hard copy of Supporting Materials

### Project Grants – For Individuals

- 6 hard copies of the application
- 6 hard copies of 3 reference letters
- 6 hard copies of curriculum vitae
- 6 hard copies of the project budget
- 1 hard copy of Supporting Materials

**Supporting Materials** can include: manuscripts; slides; audio and videotapes; news stories, articles and clippings; audience testimonials; photographs (maximum of three).

Please do not submit original works of art. The City does not have the facilities for their proper care and storage, nor do they want the responsibility of such items.

Supporting Materials will not be returned.

Although the Cultural Affairs staff and jurors will take care with supporting materials, they and the City of Windsor are not responsible for any loss or damage.

### **PLEASE NOTE:**

If you are submitting your Application Package ***on the exact deadline date***, please take your Application Package to:

**The Gatehouse at Willistead Park  
1899 Niagara Street, Windsor, ON. N8Y 1K3**

## APPLICATION ASSESSMENT PROCESS

All applicants must consult with Cultural Affairs staff prior to submitting a project for funding under the ACHF program before the application deadline; **otherwise they will not be considered for funding.**

All applications will be assessed by a jury, working with the Cultural Affairs staff. The jury will be comprised of a diverse selection of five (5) people that are arts, culture or heritage professionals. Some have direct experience working with arts, culture and heritage organizations or as individual creators. Others have municipal backgrounds with arts, culture and heritage experience. The ACHF will select jurors who:

- Have a broad spectrum of knowledge and experience of the creative community;
- Have knowledge of the arts, culture and heritage needs of the City of Windsor;
- Will provide fair and objective opinions;
- Can articulate their opinions and work in a group decision-making environment.

With the exception of two (2) members carried over from the previous year, a new jury will be convened every year unless it is not possible to do so.

### **SELECTION OF JURY**

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Community members are encouraged to apply to be a juror for the panel. Application Forms will be posted on the City website, [www.citywindsor.ca](http://www.citywindsor.ca). Please submit a hard copy to the attention of the Cultural Affairs Office, Recreation & Culture, The City of Windsor, 2450 McDougall St. Windsor, ON. N8X 3N6. Applications for jurors will be accepted up to a specified date/time. If you submit an application after that date, it will be added to the applications for the following year, as this is an ongoing process. Juror applications will be evaluated by a panel of City staff with representation from Recreation, Culture, Finance, and Planning.

### **ROLE OF JURORS**

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Prior to the meeting to assess applications, jurors are required to become familiar with the program, its assessment criteria, and the City's strategic goals. Jurors are required to read all applications, make notes about each, and grade them accordingly. At a group decision-making meeting, all jurors will review the supporting materials together and discuss the applications. Using their knowledge and expertise, they will identify funding priorities, score applications, decide on successful applications, and inform City staff.

### **CONFIDENTIALITY**

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Jurors must keep application contents and assessment discussions confidential, and must not disclose that they have been selected as jurors. Names of jurors will be released with the grant results at the end of each program year.

## CONFLICT OF INTEREST

The City of Windsor is particularly concerned with potential conflicts of interest.

There are two dimensions of conflict of interest – direct and indirect. There are also two kinds of direct conflict of interest – financial and private.

### **DIRECT CONFLICT OF INTEREST**

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

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

### **INDIRECT CONFLICT OF INTEREST**

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Any reason that makes it difficult for a juror to evaluate an application objectively may create an indirect conflict of interest.

### **MANAGING CONFLICT OF INTEREST**

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The City will not choose jurors who are in direct conflict of interest with any of the applications being assessed.

If a direct conflict of interest becomes apparent, the City will ask the juror to stand down from the Jury panel.

All jurors are asked to sign forms to identify conflicts of interest as a further means of documenting the integrity of the process.

### **THE ROLE OF CITY STAFF**

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At the jury panel meeting, City staff from the Cultural Affairs Office will answer questions and assist jurors with clarification of information on the groups being judged. Their role is to remain objective and facilitate decisions based on the jurors' impartiality.

# JUDGING APPLICATIONS

## **ASSESSMENT CRITERIA FOR APPLICATIONS**

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The following criteria recognize that all applications are examined in the context of the strategic goals and objectives set by the City of Windsor's City Council each year, as well as the ACHF program budget and the number of applications per program round.

Assessment Criteria for ACHF Project Grants will be based on:

- Relevance of the Project;
- Contribution and Impact of the Project;
- Results and Measurements;
- Financial Feasibility of the Project;
- Organizational Capacity.

The jury evaluates organizations applying for grants using the following criteria in the context of each organization's stated mandate, the scale of its operations and the aesthetic or cultural environments in which it works.

## **RELEVANCE OF THE PROJECT**

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- The project strongly supports the vision of the City of Windsor, and is closely aligned with at least one of the ACHF program's key priorities.
- There is a demonstrated need for the project.

## **CONTRIBUTION AND IMPACT OF THE PROJECT**

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Applicants should present a commitment to the advancement of their discipline and to increasing public appreciation and education of the creative community of the City of Windsor. To contribute to the creative community, the organization has:

- Programming and activities that encourage public appreciation and participation;
- Programming that promotes the opportunity for cultural tourism;
- A role in the broader creative community in terms of public awareness;
- Connections with organizations in the broader community.

## **RESULTS & MEASUREMENTS**

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- Project timelines are realistic;
- Project activities are relevant to the project as a whole;
- The evaluation strategy is realistic, well-developed and addresses all outcomes, outputs and measures;
- The project's value for investment is clearly demonstrated.

## JUDGING APPLICATIONS cont.

### **FINANCIAL FEASIBILITY OF THE PROJECT**

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- Project is well within the financial resources of the applicant;
- Project budget is entirely appropriate and cost-efficient;
- Appropriate human resources and materials are allocated to support the project;
- Applicant demonstrates financial stability.

### **ORGANIZATIONAL CAPACITY**

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The Organization serving as lead applicant for the project funding:

- Demonstrates sufficient resources to successfully carry out the project;
- Is managed with a clearly defined governance structure, administration and policies;
- Implements its mandate through ongoing activities and services;
- Has and seeks audiences for its work;
- Knows and can describe its audiences;
- Has marketing plans and systems to communicate with, sustain and build audiences;
- Works to develop an audience that reflects Windsor's demographics, has systems and activities which complement programming to deepen, broaden and diversify its audiences and their involvement in the organization's work;
- Has balanced sources of earned, private and government revenues with plans that generate earned, private, and government revenues

# FINAL JURY FUNDING DECISIONS

## DECISION-MAKING PROCESS

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Jurors review each application in terms of the five (5) assessment categories: Relevance of the Project, Contribution and Impact of the Project, Results and Measurements, Financial Feasibility of the Project, and Organizational Capacity. Each of the five categories has equal weight in the assessment.

Jurors rate each of the five (5) assessment categories on a five (5) point scale:

- Excellent;
- Very good;
- Good;
- Fair;
- Poor.

**An application must reach a standard of “good” in all assessment categories in order to receive funding.**

## FUNDING DECISIONS

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Applicants will receive an email from Cultural Affairs staff advising on the application result / funding decision approximately one (1) month after the deadline. Alternatively, they may receive a Grant Notification letter in the mail. Applicants should not call or e-mail for this information.

If you have been awarded a conditional grant, the grant cheque will be issued when the conditions have been fulfilled. The grant notification letter will describe any conditions associated with a grant. It is the responsibility of an organization receiving a conditional grant to share this information with its board of directors or governing body.

After grant notification, and upon request, the Cultural Affairs Office will provide organizations with a verbal summary of jurors’ comments and information about the context in which the grant decision was made.

**All decisions of the jury are final and cannot be appealed.**

**The City, at its expense, reserves the right to audit any submitted financial statements or Project approved for City grants, and upon reasonable request to do so, the grant recipient shall make available at its premises all related books and records to the City of Windsor or its agents.**

# FUNDING CONDITIONS & EXPECTATIONS

## Funding Conditions

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- **All decisions of the jury are final; not subject to a review or appeal;**
- Failure to submit reports (interim or final) will affect future requests for funding;
- Funding recipients must publicly acknowledge support by use of the City of Windsor logo on all forms of communication related to the project;
- Funding is provided on a single / one-time only project basis;
- Funding will not be given to for-profit organizations;
- Funding will not exceed the actual cash expenditure for the project;
- Additional funding for a project may be secured from other levels of government. In cases where funding from other Ontario government sources is included, this funding must be for a component of the project that is separate and distinct from the portion to be supported by the ACHF.

## REPORTING

Successful applicants will provide a Final Post-Project Report within two (2) weeks of the completion of the Project. This report must be submitted to the City of Windsor's Cultural Affairs Office. The form can be downloaded at the City's website, [www.citywindsor.ca](http://www.citywindsor.ca), (specifically [www.achfwindsor.ca](http://www.achfwindsor.ca)). Receipt of these reports is a pre-condition for consideration of an organization's future grant applications in any category and will be part of the jury resources in future grant application reviews.

If a project is incomplete, it is the responsibility of the grant recipient to contact the Cultural Affairs Office to discuss the project status. Even in the case of an incomplete project, a Final Post-Project Report will still be required. There are no exceptions to this.

A grant recipient seeking to make significant changes to its initiatives as outlined in an application must consult with Cultural Affairs staff prior to implementation. If the changes result in the cancellation or a significant delay in the completion of the initiative, the applicant will, after consultation with staff, be required to return to the City all Project Grant funds paid for that year.