

Guidelines

Greater Sudbury Arts & Culture Grant Program



Background

Support for the local arts and culture sector is an investment in the quality of life for our community. The City of Greater Sudbury developed the *Cultural Plan* in 2015 to create a vision statement, guiding principles, goals and recommendations to foster growth and development of the arts and culture sector in Sudbury.

Familiarize yourself with the Greater Sudbury Cultural Plan: <http://investsudbury.ca/arts-and-culture>.

Established in 2005, the City of Greater Sudbury's Arts and Culture Grant Program stimulates the growth and development of this important economic sector, increases its potential to attract and retain a talented and creative workforce and presents an investment in quality of life for all residents.

The City's Economic Development division, Tourism and Culture section has coordinated the application process for the Arts & Culture Funding Program since its inception. The process of reviewing applications and assessing merit is conducted with two assessment committees. The recommendations of the Assessors are then brought forward to the City of Greater Sudbury Community Development Corporation (GSDC) Board of Directors for review and approval on behalf of City Council. The funding is disbursed to grant proponents through Contribution Agreements, which also lay out requirements for reporting results and communicating the City's contribution.

Under GSDC oversight, the program has allocated millions of dollars in funding to over 105 local arts and culture organizations. This investment has led to the employment of more than 200 artists, the realization of dozens of festivals and a strong community impact.

Program Objectives

To provide funding support in line with the priorities identified in the *Cultural Plan* in order to foster the growth and development of the local arts and culture sector. How does your project align with the goal outcomes of **Greater Sudbury's Cultural Plan**?

Strategic Directions of the <i>Cultural Plan</i>		
Creative Identity	Greater Sudbury is multicultural and has a unique historical relationship with its geographical landscape. Cultural resources help define the identities of individual communities as well as the shared identity of Greater Sudbury as a whole.	Support the binding effect that culture contributes towards maintaining a shared sense of community and identity.
Creative People	Creative individuals are at the heart of the creative economy, but also foster social development. Nearly everyone participates in creative pursuits in some aspect of their lives.	Foster and promote local talent within the creative cultural sector. Nourish dynamic and diverse cultural experiences for all levels within the community
Creative Places	Quality of place is a powerful driver in attracting and retaining talent in a global world.	Grow beautiful environments that reflect the cultural richness and heritage of the city. Design infrastructure with intention and create a cultural estate.
Creative Economy	Creativity and culture impact the economy in many ways, from directly employing people to being a component of almost any employment sector. There has been increasing recognition of the powerful role creativity and culture play in economic restructuring and generating wealth in our communities.	Build awareness and public engagement in cultural activities. Strengthen a diverse economy of cultural resources to maximize their contribution to economic development.

NOTE:

- ***Granting of assistance in any one year or over several years is not to be interpreted as a commitment to future years' funding.***
- ***Grants are not automatically awarded based on previous years' applications.***
- ***Some exemptions to the eligibility criteria may apply and are at the discretion of the assessment committee or the GSDC Board. Please contact staff should you have any questions.***
- ***For both project and operating grants, applicants must clearly identify any direct or indirect conflicts of interest within their organization, and how those conflicts are managed.***

Eligibility

Grants fall within two streams and are administered separately as follows:

Project Grants

"Projects" may include (but are not limited to):

- Special/one-time activities including exhibits, performances or specific aspects of festival participation (e.g.: website development, ticketing system, etc).
- Training and development for skills upgrading within the organization for the benefit of the community (capacity building). Examples may include board training in governance or financial literacy, volunteer programs or development opportunities for staff.
- Acquisition of equipment necessary for the ongoing development of the organization (e.g.: point-of-sale system), which does **not** include equipment that must be replenished each year. Applicants must demonstrate how the equipment fits with the following criteria to be considered eligible:
 - Is vital to the success of a larger project or program that aligns with the assessment criteria
 - Is of reasonable cost and specification for the use described
 - The organization has the training and capacity in place to use the equipment properly
 - The organization will retain the equipment as a long-term resource and/or must be portable

There are two types of Project Grants:

1-Small Project Grants

Amount requested under \$2,999, to a maximum of 75% of the Project budget

The Applicant must:

- Be an incorporated not-for-profit arts/culture organization or an unincorporated arts/culture organization/collective that has its Headquarters established in the City of Greater Sudbury. In the event an organization with Headquarters outside of Greater Sudbury makes an application for funding, substantial local involvement must be demonstrated.
- Maintain a clear distinction in programs and budgets between the organization's ongoing activities and its arts/culture project.
- Have a stable volunteer/staff base in place to carry out activities (i.e.: demonstrate governance structure and partners).
- Requests from organizations whose primary mandate is not arts/culture may be considered if the project demonstrates a significant arts/culture component that enhances community access or promotes the development of the arts/culture sector.

2-Large Project Grants

Amount requested between \$3,000 up to \$20,000, to a maximum of 50% of the Project budget

The Applicant must:

- Be an incorporated not-for-profit arts/culture organization that has its Headquarters established in the City of Greater Sudbury. In the event an organization with Headquarters outside of Greater Sudbury makes an application for funding, substantial local involvement must be demonstrated.
- Maintain a clear distinction in programs and budgets between the organization's ongoing activities and its arts/culture project.
- Have a stable volunteer/staff base in place to carry out activities (i.e.: demonstrate governance structure and partners).
- Have an independent and volunteer board of directors that meets regularly and does not receive financial remuneration for this project.
- Have received a minimum of two **Small Project Grants** (\$2,999 or less) in the past three years and an established record of success.
- Submit financial statements for the Applicant organization that are in line with the generally accepted accounting procedures (GAAP).
- Requests from organizations whose primary mandate is not arts/culture may be considered if the project demonstrates a significant arts/culture component that enhances community access or promotes the development of the arts/culture sector.

Regardless of the amount requested, **projects must:**

- Have a distinct start and end date within the year for which the grant is provided.
- Have specific deliverables based on the project.
- Benefit the residents of the City of Greater Sudbury as laid out in the *Greater Sudbury Cultural Plan*.
- Fit within a realistic budget (contact staff to inquire about realistic request levels and expenses for the specific project), and have sources of funding other than the City of Greater Sudbury.
- Demonstrate a willingness to cooperate with related groups in the community.
- Include quotes when requesting funding for equipment purchases or other third party products and services.

Operating Grants

Amount requested between \$10,000 up to \$75,000, maximum of 25% of operating budget

“**Operating Grants**” support organizations that have an **ongoing presence** in the City of Greater Sudbury and an established track record of successfully providing quality programming and/or services.

Note:

- Operating grants are subject to a new application process each year.
- Applicants in good standing in the Operating Grant stream that are ranked by the Assessment Committee to be within the top 20th percentile in each of the assessment criteria will be awarded with a sustained funding amount, and will be eligible for an increase as permitted. This is conditional on availability of funding determined by the annual budget allocated to the Arts & Culture Grant Program by Greater Sudbury City Council.

The Applicant must:

- Be an established and incorporated not-for-profit arts/culture organization that has its Headquarters established in the City of Greater Sudbury with arts/culture as its primary mandate.
- Have been in existence for at least four years providing regularly scheduled artistic/cultural programming to the community.
- Have received minimum of three **Large Project Grants** within the past five years.
- Outline its services with specific deliverables that benefit the residents of the City of Greater Sudbury as laid out in the *Greater Sudbury Cultural Plan*.
- Demonstrate a willingness to cooperate with related groups in the community.
- Have received recognition for excellence in their artistic/cultural discipline (e.g.: in the form of peer support, awards, media, etc).
- Outline future planning in the form of an established strategic plan, including activities with a funding term of three years.
- Demonstrate a considerable volunteer component.
- Have an independent and active governing board of directors composed of volunteer board members.
- Have employment practices that comply with applicable legislative requirements (please visit <https://www.labour.gov.on.ca/english/es/laws/index.php> for more information on applicable legislation).
- Demonstrate financial stability for at least three consecutive years and at least \$75,000 in total revenues for the last completed year, and in projected revenues for the current and request years.
- Demonstrate the need for the requested funding and provide evidence that funds are confirmed/projected from a variety of other sources that are clearly stated in the application (i.e.: donations, sponsorships, user fees, other government sources).
- Organizational surpluses and reserves will be examined. When a surplus with a value in excess of three months' operating expenses exists, further justification is required.
- Include a signed board motion indicating the following:
 - *"On behalf of and with the legal authority of the organization, we certify that we have read, understand and agree to abide by the terms and conditions set out in the City of Greater Sudbury Arts & Culture Grant Program. Further, we certify that the information given in this application for funding assistance is true and complete in every respect."*
- Requirements for financial statements include submitting information through CADAC (see note below) and are dependent on the level of the request:
 - \$25,000 or less requires a Review Engagement financial statement provided by an independent, professionally designated accountant;
 - Over \$25,000 requires an Audited financial statement provided by an independent, professionally designated accountant.

Eligible Expenses for Operating Grants

The costs incurred to deliver the organization's programs and services, such as:

- Employee compensation and development related to the proposed activities

- The space in which the organization operates and related expenses (e.g.: rent, insurance, utilities, maintenance) where related to the proposed activities
- Fees related to operations (e.g.: marketing, legal, accounting, etc.)
- Non-capital program and office equipment and supplies necessary for the on-going operation and development of the organization (Program equipment and supplies could include costumes, props, art supplies and equipment)

Please note that if selecting third party contractors to perform any of the Operations for an amount greater than \$25,000, the Recipient must (unless the GSDC otherwise agrees) use a competitive process, including a written request for at least three proposals, written evaluation of bids received and a written agreement with the successful bidder.

Ineligible Expenses for Both Project and Operating Grants

- Capital costs (e.g.: expenses incurred on the purchase of land, buildings, construction, etc)
- Deficit funding (i.e.: funds intended to be used to cover the organization's deficit position)
- Equipment or expenses for personal use (e.g.: uniforms, instruments, travel, etc)

Exclusions for all streams

An application may be considered **ineligible** if:

- The Applicant has submitted another application to the Arts & Culture Grant Program that year. While there may be individuals associated with multiple applications (i.e.: as member of the Board, contact person, participating artist, etc.) there must also be a significant difference in decision-making authorities from one organization to another.
- The organization receives 80% or more of its funding from other government sources.
- The organization acts in the capacity of a funding body for, or makes grants to, any other group or organization that is/will also be funded by the City (e.g.: a foundation whose core mandate is fundraising).
- The funding is intended to support organizations that are primarily training or educational institutions.
- Its proposed activities duplicate support provided by the City of Greater Sudbury directly.
- The request includes capital or deficit funding.
- The Applicant is in default to the City due to failure to report satisfactorily for previous grants, failure to refund grant overpayments or due to unpaid accounts.
- "Stacking" of municipal fund is allowed, and funding **can** be used from different municipal funders. However the other municipal funding must **not** be used for the same expenses as Arts and Culture Grant funding. Budgets must explicitly indicate how all municipal funding will be used, i.e.: Operating Grant Applicants can use the notes section in CADAC to elaborate.

CADAC (Canadian Arts Data/Données sur les arts au Canada)

CADAC (Canadian Arts Data / Données sur les arts au Canada) is a web-based application dedicated to the collection, dissemination and analysis of financial and statistical information about Canadian arts organizations.

A joint effort of [arts funders across the country](#), CADAC provides a simplified process for arts/cultural organizations applying for Operating Grants. Arts organizations making application to multiple funding agencies submit their financial and statistical information in a single format, to a single source. They have access to their own historical data and to reports both on their own organizations and comparisons

to all similar organizations in the database.

Public sector funding agencies have immediate access to current and consistent data for all the arts organizations they fund. Aggregate data across CADAC is also accessible, allowing for reliable and consistent analysis of the Canadian arts sector. Individually and collectively, funding agencies will be able to report on the health of the field and the impact of the arts in their communities.

CADAC Requirements for Operating Grants Applicants

Applicants to the Operating Grant stream are required to access CADAC in order to submit the following:

- Financial statements for the most recent year end
- Statistical information updated for the most recent year end
- Financial information (budget) updated for the most recent year end
- Financial information (budget) projected for the upcoming request year

Assessment Criteria

Sections 2 and 3 of the Application Form reflect the areas of assessment. Applicants to the Project Grant will be scored based on their ability to meet the following criteria.

Organizational & Financial Health

For **Operational Grants**, some of these criteria are informed by the financial information submitted through the CADAC (Canadian Arts Data/Données sur les arts au Canada) system.

- There is a clear mandate, competent administration, demonstrated use of consistent board governance practices and effective governance structure.
- There is an available market for the programs or events being offered.
- There is financial stability and accountability and the budget for the request for funding is reasonable and realistic, with revenue streams showing stable growth with contingency or deficit reduction plans for shortfalls .
- The Applicant demonstrates a willingness to co-operate with related groups in the community with a clear relationship between and among the partners.
- The Applicant demonstrates initiative and success in generating revenue other than public funding.
- There is a demonstrated need for financial assistance from the City and the current proposal is well planned and achievable.
- There is a rationale provided for reserves and surpluses.
- Board succession plans are in place.

Artistic and/or Cultural Merit

- The activities demonstrate a high degree of artistic achievement and excellence in the cultural life of the community.
- The Applicant has demonstrated standards of artistic/cultural achievement and excellence in past activities.
- The Applicant demonstrates innovation and creativity in its programming and activities from one year to the next.
- The proposed project/activity is distinct and innovative in the context of comparable activities in the City of Greater Sudbury and there is a demonstrated need.

- The project/activity encourages and provides unique opportunities for artists, other arts and cultural organizations and the public.
- The organization's artistic or cultural activities have an impact on group or individual artistic or cultural development in the community through factors such as: the promotion of local talent and its expression; the introduction of all ages to arts and culture; the efforts and effects in encouraging an arts or cultural career; and accessibility of arts and cultural activities.
- Members of the arts and culture community are included in the planning of the project.
- There is a level of engagement with local arts organizations, artists and community groups.
- The project/activity meets the objectives of the *City of Greater Sudbury's Cultural Plan*.

Community Impact

- The Applicant's activities are directed at the improvement of the quality of life in the City of Greater Sudbury.
- Public access to the work is a priority including access to the City of Greater Sudbury's diverse communities.
- There is a demonstrable positive impact in the arts and culture community stimulating economic development and cultural tourism opportunities.
- The Applicant has the appropriate marketing and publicity plan in place for its activities or work, reaching out to community audiences.
- There is substantial and/or growing public interest and attendance for the activities or work, stimulating wider appreciation of the City's arts and cultural heritage.
- The Applicant has a strong volunteer program and encourages membership in its organization.
- Value to the community can be demonstrated by the impact of its particular activities on artistic or cultural development in the community, through factors such as:
 - The promotion of local talent and its expression
 - The introduction of all ages to the arts or community culture
 - The efforts and effects in encouraging an arts or community cultural career
 - Raising the profile of Greater Sudbury's arts community

Application process

Applicants must complete the *Application Form* and attach all required documentation. If you are a first-time Applicant, you must speak to City staff to ensure that you are eligible for this program, and to discuss the application process. Emily Trottier, Business Development Officer, can be reached at Culture@GreaterSudbury.ca or by calling 705-698-9541.

Check to make sure the application is complete, signed, accurate, legible and submitted in the correct order with the proper naming of electronic files. The grant application must be complete to be considered. A *Post-Project (Year End) Report*, outlining previous year's funding, must be submitted if your organization received funding from the Arts & Culture Funding Program in the previous year.

All grant recipients must provide yearly financial statements in accordance with the requirements for each grant stream outlined above. The Applicant organization shall submit any further pertinent information as may be required by the Assessors and/or by the City of Greater Sudbury.

Submit your application on time. Complete application packages should be submitted electronically (<http://investsudbury.ca/arts-and-culture>)

Support Material

Along with a written application, supporting material is a significant part of your proposal and has a substantial impact on the assessment of your project's artistic and cultural quality. It can help explain or support the application. Send only material that relates to the activities proposed in your application. It includes any other material such as manuscripts, brochures, posters and programs that may be required along with the written sections of the application. Support material will not be returned.

Information Session Applicant

Grant information sessions may be hosted prior to the grant deadline. All organizations are encouraged to send a representative in order to clarify any questions pertaining to the application documents or process. The dates of these sessions will be posted on <http://investsudbury.ca/arts-and-culture>.

Grant Review Process

Intake

An announcement to solicit applications for the Arts & Culture Grant Program will be shared with local media, posted on the City website and linked to other partner websites/outlets as appropriate. Full application requirements will be made available prior to intake at <http://investsudbury.ca/arts-and-culture>. Late or incomplete applications will not be considered for review. Applications will be available in both French and English; however please be advised funding agreements are only available in English.

Staff initial review

Tourism & Culture Section staff will review the applications to ensure completeness and to prepare material for the Assessors, following principles of due diligence. *Post-Project (Year End) Reports* (where applicable) are reviewed at the same time as current year's applications. Staff provide administrative support and prepare the required review documentation for the Assessors.

Review and recommendations

The Arts & Culture Project Grant applications will be reviewed by a volunteer subcommittee of the Greater Sudbury Community Development Corporation (GSDC). All members of the Project Assessment Committee review every application. Recommendations are then brought forth to the full GSDC Board for final approval.

An Applicant's success in obtaining funding depends upon the Assessors' final assessment and the funding available within the program. All funding is subject to the approval of the annual municipal budget by the Council of the City of Greater Sudbury.

Conflict of Interest

The Assessors may have relationships with one or more Applicants that could lead to a conflict of interest. Under the City's guidelines, actual or potential conflicts must be declared. Prior to the assessment meetings, committee members receive a copy of the *Conflict of Interest and Confidentiality Policy* with a form for declaring conflicts. All Assessors must complete this form and submit it prior to the committee meeting. In a case where a conflict is declared, the assessor in conflict abstains from any discussion related to the application in question.

Situations of potential conflict may occur if an Assessor:

- Has direct financial interest in the success or failure of an Applicant's project

- Has an interest based on the fact that an Applicant's project involves a spouse/partner or an immediate family member
- Has a personal interest in specific applications other than what is normally expected of interested members of the cultural community
- For any other reason is unable to objectively assess an application

Confidentiality of information

Information provided in the application, or as support material, may be made available to City of Greater Sudbury staff, and Assessors. Personal information contained herein shall be dealt with on a confidential basis pursuant to the *Municipal Freedom of Information and Protection of Privacy Act*.

Committee members are required to treat both the contents of applications and the deliberations of the committee as confidential.

At the end of the funding cycle, a summary of funding results is posted on the GSDC website (<http://investsudbury.ca/arts-and-culture>), listing the names of all funding recipients. Until this list is posted, the names of successful Applicants will not be revealed. The identity of unsuccessful Applicants remains confidential.

Please be advised that application information may be shared with other City of Greater Sudbury staff as it relates to other funding programs (such as the Healthy Communities Initiative program, Tourism Event Support, the Community Development Fund, etc). Applicant organizations and applications will be reviewed to ensure organizations are in good standing and not in arrears in any way with the City of Greater Sudbury.

Finding out about a grant decision

Letters informing you whether or not you have received a grant will be sent once decisions are approved by Council or the GSDC as applicable. If there is a change in contact person for your organization, you are responsible for providing timely notification to City staff.

If you are awarded funding

Release of funds

The letter you receive will confirm the amount awarded. Where warranted, further information may be required to confirm that specific conditions are met prior to the release of funding. A payment from the City of Greater Sudbury and the Funding Agreement, which outlines the Terms and Conditions of the funding, will follow. You are encouraged to contact the CGS Business Development Officer for Arts & Culture for feedback.

Use of funds

As outlined in the *Change Request Policy*, funds shall be used only for the purposes outlined in the original application. Any changes to the project scale or activities, including changes in budget, organizational structure and programming, must be reported in writing at least six weeks prior to the grant expenditures in order to receive approval from the Business Development Officer for Arts & Culture. Where changes are significant in nature they would require approval from the GSDC Board. Please read the *Terms and Conditions* outlined in the Funding Agreement and the *Change Request Policy* for more information on the use of funds.

Reporting

All funding recipients are required to submit a *Post-Project (Year End) Report* detailing how they used the awarded funds. This report must be submitted to the GSDC by the date identified in the Funding Agreement or by the deadline for the upcoming year's grant deadline, whichever is soonest. Where activities have not yet been completed by the reporting deadline, Applicants must provide an interim report by the deadline, and a final report at a date agreed upon with the Business Development Officer. If you do not submit a satisfactory report by that date, the City of Greater Sudbury may require you to repay the grant, and you may be ineligible for subsequent City of Greater Sudbury funding. Please use the *Post-Project (Year End) Report* form available at <http://investsudbury.ca/arts-and-culture>.

Acknowledgment of support

Funding recipients are required to acknowledge the support of the City of Greater Sudbury by displaying the City logo on print materials and web and/or by making a public verbal announcement. Full requirements are outlined in the Funding Agreement provided to you upon confirmation of funding.

An electronic version of the City logo can be obtained by contacting Emily Trottier, Business Development Officer at culture@GreaterSudbury.ca or by calling 705-698-9541.

If you are not awarded funding

Try again next year! If you do not receive funding you are encouraged to contact the Business Development Officer for Arts & Culture for feedback. If you have met the eligibility criteria, you are invited to reapply next year.

The program's limited envelope cannot fund all Applicants, regardless of their merit. All results are final. There is no appeal of the Assessors' recommendations regarding funding allocations. The Arts & Culture Grant Program allows for reconsideration, but only in cases where a review of the application and the Assessors' deliberations reveals evidence that the original application was not assessed according to publicly announced procedures and assessment criteria.

Contact Information

If you have any questions or comments, please contact:

Emily Trottier, Business Development Officer (Arts & Culture)
Tourism & Culture Section
Tel: (705) 698-9541

Email: Culture@GreaterSudbury.ca
<http://investsudbury.ca/arts-and-culture>

Glossary of Terms

Applicant means the organization which submits this application to the City of Greater Sudbury.

Arts encompasses the broad areas of visual arts including painting, drawing, sculpture and architecture, material arts and crafts such as ceramics, design carving and fiber arts, performing arts such as theatre, dance and music, literature such as fiction, poetry and drama, media arts such as photography, video and film and interdisciplinary arts.

Arts and Cultural Organization is a not-for-profit group whose mandate is of an arts and cultural nature.

Arts Collective is a group of three or more **professional artists** who are active in their discipline.

Assessor is an individual who evaluates the quality of a grant application against the established assessment criteria. Assessors meet to discuss the merits of applications and provide funding recommendations. Assessors have been appointed to this role after responding to a public call and they reflect the representation of artists/cultural workers/administrators and community members as outlined in the Terms of Reference.

Strategic Plan is a blueprint and communication tool for any organization. It is comprehensive in reflecting goals and objectives and how they are expected to be reached. It clearly outlines what and how and from where the resources to accomplish the goals and objectives will be acquired and utilized. It typically covers a period between three and five years.

Capital Costs include money spent for replacing and improving business facilities.

City means the City of Greater Sudbury.

Community Arts refers to collaborations between a **professional artist** and community members in the creation of a new work engaging community in the development process (source: Ontario Arts Council).

Culture consists of learned ways of acting, feeling and thinking is a term used to describe the way of life of a people. It includes all the traits and elements that distinguish a given society, its identity and its vision of the world. It includes our values, beliefs, customs, language, lifestyles, heritage and traditions.

Deficit is an excess of expenditure over revenue. See also **surplus**.

Festival is an organized and regularly recurring period or program of cultural performances, exhibitions or competitions (often in one place) involving a number of entities (e.g.: performing groups, performers, presenters, exhibitors, competitors) focused on a specific cultural or artistic activity.

Funding Agreement is an agreement entered into by the Applicant and the City at the time of grant dispersal which binds the Applicant to complete the activities as laid out in the application submitted, as agreed to in consultation with the City and as per the Terms and Conditions outlined.

Headquarters are the main offices of an organization where business is conducted.

Non-profit arts/cultural organization is an organization not conducted or maintained for the purpose of making a profit. Instead, it operates to serve a public good, specifically whose mandate or mission is focused primarily on artistic creation and presentation. Any **surplus** generated by a non-profit organization is used by the organization for the purposes for which it was established.

Operating Grants are intended to fund activities that have an ongoing presence within the community.

Post-Project (Year End) Report is a document that outlines activities and related expenditures related to the funding awarded (templates will be provided). Recipients of **Project Grants** are required to *submit Post-Project Reports*. Recipients of **Operating Grants** are required to submit *Year End Reports*.

Professional artist is an artist who has developed skills through specialized training in the arts discipline and/or through practice, and has significant history of professional public exposure and presentation, is recognized by professional peers and is paid professional fees for service. Short breaks in artistic history are allowed. (Source: *Ontario Arts Council*)

Project Grants are intended to fund activities that have a distinct start and end date.

Recipient means the Applicant organization which has submitted this application, has agreed to be bound by the Terms and Conditions stipulated in the **Funding Agreement**, and has been awarded an Arts and Culture Grant by the City of Greater Sudbury.

Steering Committee is the core group of stakeholders that oversees and monitors all aspects of the project and/or activities with an Arts Collective.

Surplus is an excess of revenue over expenditure. See also **deficit**.

Succession Plan is a plan which lays out a process for recruiting and replacing members of an organization (i.e.: staff, board or volunteer) when those members reach the end of their term or otherwise leave the organization.