



**Canada Council  
for the Arts**

**Conseil des Arts  
du Canada**

## THE FLYING SQUAD: An Organizational Development Program

Follow these <b>three steps</b> to apply for a Canada Council for the Arts grant:	
<b>Step 1</b>	Read the <b>Program Guidelines</b> section for details about the objectives and purpose of the program, which organizations and activities are eligible for support, grant amount, application assessment process and criteria, etc.
<b>Step 2</b>	Read the <b>Important Information for Applicants</b> section. If you still have questions about the program or the application process, consult the “Guide Book to Using the Flying Squad Program” on the Canada Council website.
<b>Step 3</b>	Complete all sections of the attached <b>application form</b> . Be sure to use the <b>checklist</b> (Part D of the form) to confirm that you have completed all relevant sections of the form and have included all required support material.

**NOTE:** You **must** contact the appropriate Flying Squad Coordinator indicated on the next page to discuss your project before submitting an application to this program. You should do so well before the application deadline.

### Deadlines

#### 1 April and 1 October

Dance

Music

Theatre

Audience and Market Development (agents and managers)

#### 15 April and 15 October

Visual Arts

Media Arts

Inter-Arts

Writing and Publishing

Audience and Market Development (art dealers)

If the date falls on a weekend or statutory holiday, the deadline moves to the next business day. Your completed application and all required support material must be postmarked on or before the deadline date.

**The Canada Council will not accept applications that are postmarked after the deadline date, incomplete applications, or those submitted by fax or email.**



## Further Information

**Anglophone dance and music organizations**  
including **Audience and Market Development**  
**Joan Bosworth**, Flying Squad Coordinator  
joan.bosworth@canadacouncil.ca

**Anglophone theatre organizations**  
including **Audience and Market Development**  
**Claudia Buckley**, Flying Squad Coordinator  
claudia.buckley@canadacouncil.ca

**Anglophone visual arts, media arts and inter-arts organizations**  
including **Audience and Market Development**  
**Su Ditta**, Flying Squad Coordinator  
susan.ditta@canadacouncil.ca

**Anglophone writing and publishing organizations**  
**Roy MacSkimming**, Flying Squad Coordinator  
roy.macskimming@canadacouncil.ca

**Francophone organizations**  
including **Audience and Market Development**  
**Francine d'Entremont**, Flying Squad Coordinator  
francine.dentremont@canadacouncil.ca

**Canada Council for the Arts**  
350 Albert Street, P.O. Box 1047  
Ottawa ON K1P 5V8

**Telephone:** 1-866-359-7782 (toll free) or 613-566-4443

You can leave messages at these numbers for the Coordinators, as instructed by the voice message system. Calls are usually returned within 48 hours. The Flying Squad Coordinators are external to the Canada Council and cannot be reached directly at the Canada Council.

**TTY:** 1-866-585-5559

**Fax:** 613-566-4409

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## PROGRAM GUIDELINES

<p><b>Program Objectives</b></p>	<p>The specific objectives of this program are to:</p> <ul style="list-style-type: none"> <li>• assist professional arts organizations in targeted organizational development</li> <li>• assist groups and associations of professional organizations that propose innovative organizational development activities, and</li> <li>• assist individuals working in the management of organizations to develop skills, networks and support systems within their communities and the community at large.</li> </ul>
<p><b>Program Description</b></p>	<p>The Flying Squad program enables Canadian professional arts organizations to work with consultants/specialists who can advise or assist them with an aspect of internal organizational challenges, opportunities and (or) new developmental directions. The consultants/specialists may recommend measures or a plan of action, and leave the full responsibility for implementation to the organization. The Canada Council is not accountable for the advice given by consultants/specialists.</p> <p>The program has four components:</p> <ol style="list-style-type: none"> <li>I. <b>Organizational Research and Planning</b> – Organizations may apply for funds to assist with research and planning related to their organizational development.</li> <li>II. <b>Mentorship</b> – Organizations may apply for funds to allow their management personnel to be mentored, for a <b>minimum of one week</b>, by an in-service arts professional at another arts organization.</li> <li>III. <b>Collaborative Initiatives</b> – Organizations may apply for support of initiatives involving a group or association of professional organizations connected by region or sector, or for support of collaborative initiatives that serve the general needs of their milieu.</li> <li>IV. <b>Professional Development</b> – Organizations may apply to assist up to two individuals (such as artistic directors, administrative directors, editors or publishers, marketing managers and (or) board directors) to attend professional development workshops and seminars that directly relate to specific organizational development needs identified by the organization.</li> </ol>
<p><b>Applicant Eligibility</b></p>	<p><b>General Applicant Eligibility</b></p> <p>Note that meeting the eligibility criteria allows your organization to apply to the program. This does not, however, guarantee that you will receive a grant.</p> <p>All eligible organizations are encouraged to apply for support of activities that meet an organizational development need. This includes organizations that are new and emerging, geographically isolated, undergoing restructuring or reorganization, in transition or experiencing growth. This also includes organizations that are producing or presenting works for young audiences.</p> <p>This program is also open to Aboriginal organizations and organizations of diverse cultural and regional communities of Canada.</p>

<p><b>Applicant Eligibility (continued)</b></p>	<p><b>Specific Applicant Eligibility, by Component</b></p> <p><i>Components I and IV</i></p> <p>To be eligible to apply to Components I and IV, your <b>organization</b> must meet <b>all</b> of the following criteria. It must:</p> <ul style="list-style-type: none"> <li>• be a Canadian non-profit organization, or a Canadian book or magazine publisher, or a Canadian manager/agent/art dealer</li> <li>• be directed by individuals who are recognized as professionals in their artistic disciplines, and</li> <li>• have received an operating, project or touring grant from the Canada Council within the last three years.</li> </ul> <p><i>Component II</i></p> <p>To apply to this component, your <b>organization</b> must meet <b>all</b> of the above eligibility criteria for Components I and IV. In addition, the <b>individual(s)</b> being mentored must meet <b>all</b> of the following criteria. They must:</p> <ul style="list-style-type: none"> <li>• be Canadian citizens or have permanent resident status, as defined by Citizenship and Immigration Canada</li> <li>• be currently employed in a management position at an eligible organization, and</li> <li>• demonstrate the ability to meet all of the terms of the mentorship agreement.</li> </ul> <p><i>Component III</i></p> <p>To apply to this component, your <b>group or association of organizations</b> must:</p> <ul style="list-style-type: none"> <li>• consist of Canadian non-profit organizations or eligible Canadian book or magazine publishers ,and</li> <li>• have a majority of partner organizations that have received an operating, project or touring grant from the Canada Council within the last three years.</li> </ul> <p><b>Restrictions</b></p> <p>All final reports due for previous Canada Council grants must be submitted before the application deadline for this grant program. If your organization has not submitted all final reports that are due, your application will not be eligible.</p>
<p><b>Project Eligibility</b></p>	<p><b>Eligible Projects</b></p> <p><i>Components I, II and III</i></p> <p>You may apply for assistance in research, planning, professional development, mentoring or collaborative initiatives. Specific project activities that are eligible for funding include:</p> <ul style="list-style-type: none"> <li>• organizational vision and strategic planning</li> <li>• developing management and administrative capacity</li> <li>• crisis management</li> <li>• marketing and audience development</li> <li>• planning for touring and circulation and distribution activities</li> <li>• collections management</li> </ul>

**Project Eligibility (continued)**

- education or public programs development/management
- financial management
- fundraising
- capital projects (only assistance relating to pre-project feasibility, impact of capital projects on the organization’s operations, or planning for acquisition, renovations, equipment or construction)
- governance and board development, and
- leadership development.

While the research and planning phases of the above activities are eligible for support when done in collaboration with a consultant/specialist, implementation of the activities is considered to be part of the ongoing operations of organizations and is not eligible for assistance. For example, planning a new marketing strategy is eligible, but implementing it is not.

***Component IV***

You may apply for individuals from your organization to attend professional development workshops and seminars offered in Canada and abroad.

**Ineligible Projects**

The following project activities are not supported by this program:

- regular graduate and undergraduate studies at universities and colleges, and
- workshops taking place during annual general meetings of Canadian arts service organizations and associations.

**Restrictions**

***Number of Applications That You May Submit at Each Deadline***

You may apply to one or all four components per deadline. You must complete **a separate application form for each component and/or project.**

While you may submit more than one application for a specific component at a deadline, you may not ask for more than the maximum amount available in that component. For example, you may submit an application for Component I for marketing planning and a separate application for Component I for financial management. The total maximum amounts that you are requesting in the two applications cannot exceed the maximums allowed under Component I, which are \$8,000 for fees and \$2,000 for travel.

***Foreign Consultants/Specialists or Mentorships***

If your organization wishes to hire a foreign consultant/specialist or participate in a foreign mentorship, **you must demonstrate in your application that appropriate Canadian expertise is not available.**

***Conflict of Interest Guidelines***

If your organization plans to hire a former staff member or former board member, there must be a minimum 12-month period between the date of leaving your organization and being considered as a consultant/specialist or mentor.

<p><b>Project Eligibility (continued)</b></p>	<p><b><i>Writing and Publishing Organizations</i></b></p> <p>As a Canadian book publisher, magazine publisher or other literary organization, you may have access to similar funding programs at the Department of Canadian Heritage. However, you may not apply to both a Canadian Heritage program and The Flying Squad program for the same project. For further advice, contact your Flying Squad Coordinator.</p>
<p><b>Grant Amount</b></p>	<p><b>Amount Available</b></p> <p>The <b>maximum grant amounts</b> that may be awarded under each component are as follows:</p> <p>Components I, II and III – \$10,000</p> <p>Component IV – \$2,500 each year</p> <p>If your application is successful, your organization may not be awarded the full amount that it requests.</p> <p><b>Eligible Expenses</b></p> <p><b><i>Components I and III</i></b></p> <p>The Flying Squad program supports the professional fees of consultants/ specialists for both the time they spend doing off-site research, planning and report writing (which may include time spent analyzing the project) and the time they spend in on-site meetings and activities. When you are negotiating fees with consultants/specialists, ask them to provide a breakdown of the time they will bill for off-site and on-site activities. You will need this breakdown to complete your application form.</p> <p>The program will cover a maximum of \$8,000 for consultants’/specialists’ fees and \$2,000 for travel/accommodation/per diem expenses. You may use the services of more than one consultant/specialist in your project, but their combined fees cannot exceed \$8,000.</p> <p><b><i>Component II</i></b></p> <p>The program will generally cover a maximum of \$600 a week toward the salary of the person being mentored and an honorarium of \$200 a week (to a maximum of \$1,000) for the mentor. Other eligible expenses include travel, accommodation and per diem allowances.</p> <p>If you are requesting a contribution toward salary, see Part C of the application form for support material requirements.</p> <p><b><i>Component IV</i></b></p> <p>The program will cover registration fees for workshops, programs and seminars and (if this applies) travel, accommodation and per diem expenses.</p> <p><b>Ineligible Expenses</b></p> <ul style="list-style-type: none"> <li>• You cannot use grant funds to cover any expenses that occurred before the application deadline.</li> <li>• Meeting expenses and administrative costs are not eligible.</li> </ul>

<p><b>Assessment of Applications</b></p>	<p><b>Assessment Process</b></p> <p>Eligible applications will be evaluated by a peer assessment committee, composed of arts professionals with expertise in various eligible areas of arts management. The committee members will be chosen to ensure fair representation of gender, Aboriginal peoples, Canada’s two official languages, the regional and cultural diversity of Canada, and various types of artistic production and presentation.</p> <p>The peer assessment committee will compare the merits of all eligible proposals received for this national competition and will consider the funds available.</p> <p>The committee will base its decisions on the following assessment criteria:</p> <p><b><i>Component I</i></b></p> <ul style="list-style-type: none"> <li>• Clarity and relevance of your organization’s analysis of its organizational development needs, projected goals and outcomes</li> <li>• Suitability of the consultant/specialist chosen to assist your organization</li> <li>• Quality of the work plan</li> <li>• Feasibility of achieving the projected goals and outcomes, and the expected impact on your organization.</li> </ul> <p><b><i>Component II</i></b></p> <ul style="list-style-type: none"> <li>• Clarity and relevance of the goals of the mentorship</li> <li>• Suitability of the chosen mentor</li> <li>• Quality of the work plan for the mentorship period</li> <li>• Expected impact of the training to be received by the mentored person on his or her home arts organization.</li> </ul> <p><b><i>Component III</i></b></p> <ul style="list-style-type: none"> <li>• Clarity and relevance of the goals of the collaborative initiative</li> <li>• Suitability of the chosen consultant/specialist</li> <li>• Quality of the work plan</li> <li>• Feasibility of achieving the projected goals and outcomes, and the expected effect of the collaborative initiative on the participating organizations or on the sector.</li> </ul> <p><b><i>Component IV</i></b></p> <ul style="list-style-type: none"> <li>• Clarity and relevance of your organization’s analysis of its organizational development needs</li> <li>• Suitability of the workshop or seminar in addressing the identified organizational development needs</li> <li>• Expected effect of the staff’s professional development on your organization.</li> </ul>
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## IMPORTANT INFORMATION FOR APPLICANTS

### May I submit extra support material?

No. Submit only the material requested, and carefully choose the material you include. Extra material will not be shown to the peer assessment committee. Committee members have a limited time in which to study each grant application. This ensures that all applications are assessed on the same basis.

### How will I be informed that my application has been received at the Canada Council?

The Canada Council for the Arts will send you, by mail, a notice acknowledging that your application has been received. This notice will be sent out shortly after your application has been received.

### How is my information protected?

The Privacy Act gives individuals the right to access and request correction of personal information about themselves. The Canada Council will protect personal information as required by the Privacy Act. The information is stored in a series of Canada Council for the Arts data banks described in Info Source, a government publication that is available on the Internet. All other information may be accessible to others under the Access to Information Act.

The Canada Council for the Arts may share information related to applications and awards on a confidential basis with officials in other arts and cultural industry funding agencies to assist with program planning and evaluation.

If you wish your organization's application to remain confidential, you must specifically request confidentiality in Part A3 of the application form. When you request confidentiality, the Canada Council will keep the following confidential: your conversations with the Flying Squad Coordinator, application files, project outcomes and final reports. For all applicants, details about unsuccessful applications are always kept confidential.

However, the Canada Council is a publicly accountable agency and will report these elements about successful applications in its annual report: name of applicant, city and province or territory, component applied to, and amount of the grant.

### When and how will I find out the results of my application?

You will be notified of the results, by mail, **approximately two or three months** after the deadline date. For privacy reasons, the Canada Council does not release results by telephone or email.

### Can I find out who got a grant and who was on the peer assessment committee?

Yes. You can access the Searchable Grants Listing, a database of successful grant applicants, at [www.canadacouncil.ca/grants/recipients](http://www.canadacouncil.ca/grants/recipients). You can also contact the Canada Council, in writing, to request the list of peer assessors.

### If the organization is successful in receiving a grant, can I make changes to the project?

If your organization changes consultant/specialist or mentor, cannot use the grant at the expected time, decides not to carry out the proposed project as described, or refuses the grant conditions, **you must immediately notify the Flying Squad Coordinator in writing**. You must receive approval in writing before proceeding with any changes to your approved consultant/specialist or mentor, or major changes to your work plan or budget. If the changes to your project are not approved, your Flying Squad grant may need to be repaid.

## **Are there conditions attached to receiving a grant from this program?**

Successful applicants must agree to certain conditions, which will be included in the grant notification. Two of the conditions are described, briefly, below.

### **Final Report and Financial Accounting**

After the project activities have been completed, your organization must submit a final report, which must include the final actual expense figures for the project. You cannot apply to other Canada Council grant programs if any final report that is due has not been submitted.

### **Acknowledgement of Canada Council Support**

Your organization must acknowledge the support of the Canada Council for the Arts in all promotional material associated with the grant-supported activities. Details about the acknowledgement policy will be included in the grant notification.



## The Flying Squad: An Organizational Development

- Please read the program guidelines carefully and contact your Flying Squad Coordinator before completing this application form.
- If you are completing the application on a computer, use the following format.
- Type or print in blue or black ink.

### PART A1 – IDENTIFICATION OF APPLICANT

Name of applicant (organization or group/association of organizations):

Address of applicant:

Street address and suite number

City

Province or territory

Postal code

(\_\_\_\_\_) \_\_\_\_\_

(\_\_\_\_\_) \_\_\_\_\_

Telephone

Fax

Email

Name of contact person: \_\_\_\_\_ Telephone: (\_\_\_\_\_) \_\_\_\_\_

Title of contact person: \_\_\_\_\_ Email: (\_\_\_\_\_) \_\_\_\_\_

Name and title of the person(s) who will benefit from the consultation, mentorship or professional development project:

### PART A2 – DESCRIPTION OF GRANT REQUEST

Please indicate your artistic discipline (check only one of the boxes):

Dance     Music     Theatre     Audience and Market Development

Visual Arts     Media Arts     Inter-Arts     Writing and Publishing

Brief project description (maximum of 25 words):

Amount requested from this program (see the guidelines for maximum amounts): \$ \_\_\_\_\_

Name of consultant/specialist or mentor (if using a consulting firm, please indicate the individual you will be working with): \_\_\_\_\_

Please indicate the component you are applying to (you must submit a separate application for each component or for each project within the same component):

I – Organizational Research and Planning

II – Mentorship

III – Collaborative Initiatives

IV – Professional Development

Project start date \_\_\_\_\_  
(day/month/year)

and end date \_\_\_\_\_  
(day/month/year)

**PART A3 – DECLARATION**

**For your application to be eligible for consideration, you must sign below to confirm all of the following statements:**

- I am the **Artistic Director, Executive Director/Administrator/General Manager/Editor or Publisher or Board President/Chairperson** of the applicant organization. My organization has received an operating, project or touring grant from the Canada Council within the past three years, **OR**
- I am the **authorized representative** of a group or association of dance, music, theatre, visual arts, media arts, inter-arts, writing and publishing, or audience and market development organizations. A majority of these organizations have received an operating, project or touring grant from the Canada Council within the past three years.
- I have carefully read the eligibility criteria for this program, which are described in the program guidelines, and I confirm that the organization, or a majority of the organizations that I represent, meet these criteria.
- I accept the conditions of this program and I agree to accept the Canada Council's decision regarding this application.
- I will act as the only **authorized** representative for the applicant organization or organizations, and I will keep the other participants informed of the contents and outcome of this grant application.
- I have submitted all final reports due for previous Canada Council grants. I understand that my application will not be eligible if any final reports that are due have not been submitted to the Canada Council before the application deadline for this grant program.
- I am aware that the Canada Council for the Arts is subject to the Access to Information Act and Privacy Act, as described in the program guidelines.

**I want this application to remain confidential.** (You must check this box if you wish your application to be treated as confidential. See Step 2 of the guidelines for more information about confidentiality.)

**I confirm that the statements in my application are true and complete, to the best of my knowledge.**

\_\_\_\_\_  
Name of applicant's representative

\_\_\_\_\_  
Title of representative

\_\_\_\_\_  
Signature (**AN ORIGINAL SIGNATURE IS REQUIRED**)

\_\_\_\_\_  
Date

**PART B1 – FINANCIAL INFORMATION: GENERAL GUIDELINES****Breakdown of Fees for Consultants/Specialists**

If you are applying for funds to pay fees to consultants/specialists, you must provide a breakdown of the time they will bill for off-site research, planning and (or) report writing as well as for on-site meetings and activities. (See the application guidelines, under the Eligible Expenses section, for more details.)

When evaluating your application, the peer assessment committee will take into account the amount of time proposed for on- and off-site work by consultants/specialists when assessing the suitability of the chosen consultants/specialists and your organization's ability to achieve the projected goals and outcomes. If committee members are supportive of the project but feel that the amount of time proposed for off-site work is too high, they may reduce the size of the grant to reflect a more appropriate amount of time.

**Budget Summary/ Financial Statement**

You must attach a budget summary or financial statement for your organization. If you use the CADAC Financial Form for your financial statement, please include a printed copy with your application. You are still required to complete Parts B2 and B3 of this application form.

Complete Part B2 of this form to provide information on other revenues for the proposed project. Complete Part B3 to show the expenses that you will use this grant to cover. See the program guidelines for eligible expenses, by component. Make sure the information accurately reflects the proposed project activities.

**PART B2 – FINANCIAL INFORMATION: REVENUES (if applicable)**

If your organization is requesting additional funding from other sources for this project, this application must identify what component of the project is being funded by the Flying Squad. It must be clear that the Flying Squad activities you are requesting funding for in this application are different from the activities supported by other funders.

Note that writing and publishing organizations may not apply both to the Department of Canadian Heritage and to this program for the same project.

Are you seeking other sources of funding for this project?  Yes  No

Are you seeking other sources of funding for a related project?  Yes  No

If you answered "yes" for this project, indicate the other sources of funding that you are seeking (for example, Department of Canadian Heritage, your province or municipality, or foundations). For each funder, please provide:

**Name of Other Funder:** \_\_\_\_\_ Telephone: (\_\_\_\_\_) \_\_\_\_\_

Name of contact person: \_\_\_\_\_ Email: \_\_\_\_\_

Amount of funding request: \$ \_\_\_\_\_ Expected confirmation date of this funding: \_\_\_\_\_

**Name of Other Funder:** \_\_\_\_\_ Telephone: (\_\_\_\_\_) \_\_\_\_\_

Name of contact person: \_\_\_\_\_ Email: \_\_\_\_\_

Amount of funding request: \$ \_\_\_\_\_ Expected confirmation date of this funding: \_\_\_\_\_

**Overall Project Budget and Impact of Other Funders**

Please provide an overall project budget. If your overall project budget requires resources from other funders, please indicate what contingency plan you would put in place if those funds were not available.

**PART B3 – FINANCIAL INFORMATION: EXPENSES****Component I*****A) Consultants'/specialists' fees***

- on-site: time spent working directly with the client ( \_\_\_\_ days/hours x \$ \_\_\_\_ fee) \$ \_\_\_\_\_
  - off-site: research, planning and report writing ( \_\_\_\_ days/hours x \$ \_\_\_\_ fee) \$ \_\_\_\_\_
- Total A*** (maximum of \$8,000) \$ \_\_\_\_\_

***B) Travel-related expenses for the consultant/specialist or the applicant***

- Travel (if from out of town—use the economy rate and provide details)  
\_\_\_\_\_ \$ \_\_\_\_\_
  - Per diem ( \_\_\_\_ days x \$75, if from out of town) \$ \_\_\_\_\_
  - Accommodation (if from out of town—provide details)  
\_\_\_\_\_ \$ \_\_\_\_\_
- Total B*** (maximum of \$2,000) \$ \_\_\_\_\_

***Total grant requested from Component I*** (A + B, maximum of \$10,000) \$ \_\_\_\_\_

**Component II*****A) Salary and honorarium***

- Salary for the person being mentored, if allowable ( \_\_\_\_ weeks x \$600) \$ \_\_\_\_\_
- Mentor's honorarium ( \_\_\_\_ weeks x \$200, to a maximum of \$1,000) \$ \_\_\_\_\_

***Total A*** (maximum of \$8,000) \$ \_\_\_\_\_

***B) Travel-related expenses for the person being mentored*** \$ \_\_\_\_\_

- Travel for the person being mentored (if going out of town, use the economy rate and provide details) \_\_\_\_\_ \$ \_\_\_\_\_
- Accommodation and per diem (total maximum of \$125/day) for person being mentored (if going out of town, provide details) \_\_\_\_\_ \$ \_\_\_\_\_

***Total B*** (maximum of \$2,000) \$ \_\_\_\_\_

***Total grant requested from Component II*** (A + B, maximum of \$10,000) \$ \_\_\_\_\_

**PART B3 – FINANCIAL INFORMATION: EXPENSES (continued)**

**Component III**

(Provide the information requested about the expenses involved for a group or association of organizations.)

***Consultants'/specialists' fees and travel***

- on-site: time spent working directly with the client ( \_\_\_\_\_ days/hours x \$ \_\_\_\_\_ fee)      \$ \_\_\_\_\_
  - off-site: research, planning and report writing ( \_\_\_\_\_ days/hours x \$ \_\_\_\_\_ fee)      \$ \_\_\_\_\_
  - Travel (if from out of town—use the economy rate and provide details)  
\_\_\_\_\_ \$ \_\_\_\_\_
  - Per diem ( \_\_\_\_\_ days x \$75, if from out of town)      \$ \_\_\_\_\_
  - Accommodation (if from out of town—provide details)  
\_\_\_\_\_ \$ \_\_\_\_\_
- Total grant requested from Component III*** (maximum of \$10,000)      \$ \_\_\_\_\_

**Component IV**

- Registration fees for workshop or seminar (maximum of two people)      \$ \_\_\_\_\_
  - Travel (if going out of town, use the economy rate and provide details)  
\_\_\_\_\_ \$ \_\_\_\_\_
  - Per diem ( \_\_\_\_\_ days x \$75, if going out of town)      \$ \_\_\_\_\_
  - Accommodation (if going out of town, provide details)  
\_\_\_\_\_ \$ \_\_\_\_\_
- Total grant requested from Component IV*** (maximum of \$2,500)      \$ \_\_\_\_\_

**PART C – SUPPORT MATERIAL**

On separate sheets of paper, provide the following support material. Submit only the material requested and make a copy for your files. This material will not be returned to you.

**Description of Project**

Attach an outline of the proposed project. In the outline, identify:

- your organizational development challenges and/or opportunities
- the specific needs of your organization
- how the consultation, mentorship or professional development project will address these needs, and
- the feasibility of achieving the goals and outcomes, and the expected impact on your organization.

The description of the project should take into account the Flying Squad program objectives and assessment criteria, which are listed in the application guidelines.

**Profile of Organization**

Provide a profile and the mission statement of your organization. Include a description of its major achievements, and a list of its Board of Directors.

**Background Material and Curriculum Vitae**

For Components I and III, submit background material on the consultant/specialist, including a curriculum vitae. For Component II, submit background material on the mentor, and a curriculum vitae of the person who will be mentored.

**Justification for Salary Support**

If you are applying to Component II and are requesting a salary (up to \$600 per week), you must demonstrate your need for this support (for example, you may be taking unpaid leave to undertake the mentorship). Please indicate the number of weeks of employment for the individual being mentored, full-time or part-time.

**Letter of Intent**

Submit a letter of intent from the chosen consultant/specialist or mentor confirming her or his agreement to participate in the project (if the grant is approved).

**Detailed Work Plan**

For Components I, II and III, include a detailed work plan that outlines the project schedule and identifies the individuals from your organization participating in the project, the activities to be undertaken, and the consultants/specialists who will be engaged in each phase of the project. For Component II, you must also include a mentorship development plan signed by the mentor, the person who will be mentored and the director of the applicant organization. If the director is the person being mentored, the Chair of the board should sign.

**Description of the workshop or seminar**

For Component IV, please provide a description of the workshop or seminar.

**PART D – CHECKLIST**

Use the following checklist to confirm that you have completed all relevant sections of the form and have included all required support material.

- Part A1 – Identification of Applicant
- Part A2 – Description of Grant Request
- Part A3 – Declaration (original signature required)
- Part B1 – Financial Information: General Guidelines
  - Budget summary/ financial statement/ CADAC Financial Form (this must be sent with this application)
- Part B2 – Financial Information: Revenues (if this applies)
  - Overall Project Budget
  - Impact of other funders
- Part B3 – Financial Information: Expenses (for the component you are applying to)
  - Breakdown of fees for consultants/specialists

## Part C – Support Material

Your submission must also include the following, depending on the component you are applying to:

- Description of the project
- Profile of your organization, and the list of your Board of Directors
- Background material, including curriculum vitae, on the consultant/specialist or mentor (for Components I, II and III), and a curriculum vitae the person who will be mentored (for Component II)
- Justification for salary support (for Component II, if this applies)
- Letter of intent from the chosen consultant/specialist or mentor (for Components I, II and III)
- Detailed work plan (for Components I, and III) and mentorship development plan (for Component II)
- Description of the workshop or seminar (for component IV)

**Remember:**

- Make a photocopy of the completed application form.
- Your application must be postmarked by Canada Post or a courier service on or before the deadline date.
- The Canada Council will not accept applications submitted by fax or email.

**Send your application**, together with all required support material, to the following address:

Canada Council for the Arts  
350 Albert Street, P.O. Box 1047  
Ottawa ON K1P 5V8