



Canada Council
for the Arts

Conseil des Arts
du Canada

EQUITY OFFICE

Capacity Building Initiative: Multi-year Grants

Follow these three steps to apply for this grant:	
Step 1	Read the Program Guidelines for details about the purpose of the program, who and what is eligible, grant amount, application assessment process and criteria, etc.
Step 2	Read the Important Information for Applicants section. If your organization is a first-time applicant, you must contact one of the officers indicated below before applying.
Step 3	Complete all sections of the attached application form and use the Checklist (Part F of the form) to confirm that you have completed all relevant sections of the form and have included all required support material.

The Canada Council for the Arts is committed to equity and inclusion, and welcomes applications from diverse Aboriginal, cultural and regional communities, including people with disabilities.

Deadline

30 November 2011

Note: This three-year funding program is offered only in 2011.

If this date falls on a weekend or statutory holiday, the deadline moves to the next business day. Your completed application form and all required support material must be postmarked on or before the deadline date. The Canada Council will not accept applications postmarked after the deadline, incomplete applications or those submitted by fax.

Further Information

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

1-800-263-5588 (toll-free) or 613-566-4414, plus the appropriate extension as listed below.
TTY: 1-877-688-5501 or 1-866-585-5559

Deaf and disability arts organizations may contact:

Elizabeth Sweeney, Disability Arts Officer
elizabeth.sweeney@canadacouncil.ca or the phone number above, ext. 4689

Culturally diverse arts organizations may contact:

Shuni Tsou, Program Officer
shuni.tsou@canadacouncil.ca or the phone number above, ext. 4173

PROGRAM GUIDELINES

<p>Mandate of the Equity Office</p>	<p>The Equity Office advances the guiding principle of equity throughout the Canada Council for the Arts to positively impact the Canadian arts sector and, through it, the general public.</p> <p>The Office works to increase equity of access to Canada Council grants and services for professional artists and arts organizations. It does this by collaborating with all divisions of the Canada Council and consulting with arts communities and other stakeholders to develop policies, programs and strategies. Each division at the Canada Council is accountable for implementing equity practices; the Equity Office plays a leadership role in coordinating the approach and analysis.</p>
<p>Overview of the Capacity Building Initiative</p>	<p>The Equity Office launched the Capacity Building Initiative in 2001 to:</p> <ul style="list-style-type: none"> • address a critical gap in the Canada Council’s funding to arts organizations that engage and support Canadian artists of African, Asian, Latin American, Middle Eastern and mixed racial descents and their artistic practices • build the administrative capacity and sustainability of these organizations, and • increase the ability of these organizations to better compete in the Canada Council’s disciplinary section programs. <p>The Canada Council 2008-11 Strategic Plan recognized disability arts as an important, evolving sector in the Canadian arts ecology, to be supported, promoted and advanced. To address a considerable gap in funding for Deaf arts and disability arts organizations, the Canada Council expanded its Equity Office programs in September 2011 to better serve these sectors.</p> <p>The Capacity Building Initiative includes three competitive grant programs: Multi-year Grants, Project Grants and Travel Grants. Each grant program has its own guidelines and application forms.</p> <p>Multi-year Grants</p> <p>This program provides one-time funding support for three consecutive years to culturally diverse, Deaf and disability arts organizations, publishing houses, artists’ collectives and music ensembles. This funding enhances the ability of these organizations to develop administrative capacity in order to sustain artistic productivity and benefit the designated communities.</p> <p>Project Grants</p> <p>This program provides project support to culturally diverse, Deaf and disability arts organizations, networks and associations to conduct high-impact, extraordinary projects, such as special initiatives, forums or gatherings and professional development activities.</p> <p>Funded projects contribute to collaborative partnerships and networking, public engagement and/or innovative use of technology in the arts that support under-represented artistic practices and communities.</p>

<p>Overview of the Capacity Building Initiative (continued)</p>	<p>Travel Grants</p> <p>These grants help individual arts professionals who belong to culturally diverse groups, who are Deaf or who have a disability to travel to attend conferences, workshops or other professional development activities to enhance their knowledge of specific artistic practices and engagement with under-represented arts communities. The grants may also fund travel for peer-to-peer learning and networking opportunities to develop the applicant’s arts organization.</p>
<p>Program Objectives</p>	<p>The main objective of the Multi-year Grants program is to support organizational and professional development of three designated applicant groups: culturally diverse, Deaf and disability arts organizations.</p> <p>These groups face systemic barriers that often limit their opportunities to obtain funding, professional development and recognition. This program targets arts organizations that demonstrate artistic merit, leadership and a high level of engagement with one or more of the designated communities. For the purposes of this program, “communities” may include artists, professional staff, audiences, partners and volunteers.</p> <p>The Canada Council recognizes that applicant groups may work with diverse populations with multiple or overlapping identities that are not mutually exclusive of each other. For instance, culturally-diverse, Deaf or disability arts organizations frequently serve other equity-seeking groups such as Aboriginal people, women, the Gay, Lesbian, Bisexual and Transgendered community, linguistic minorities, immigrants and refugees, people living in poverty or other marginalized communities. However, the core focus of this program is to address funding gaps for members of the three designated groups.</p>
<p>Program Description</p>	<p>This program supports Canadian professional arts organizations from designated applicant groups that are committed to building, improving or sustaining their administrative capacity through organizational development. This means strengthening governance and financial, human, physical, technical and other resources that enable organizations to achieve long-term sustainability.</p> <p>This program provides one-time funding support for three consecutive years.</p> <p>While these grants aim to build administrative capacity, they do not replace operating or project funding from other Canada Council programs in specific disciplinary sections (Audience and Market Development, Dance, Inter-Arts, Media Arts, Music, Theatre, Visual Arts, or Writing and Publishing). To support creation, production or dissemination activities, arts organizations must continue to apply to grant programs in the disciplinary sections.</p>

<p>Definitions</p>	<p>Cultural diversity and culturally diverse</p> <p>Cultural diversity is the presence, expressions and participation of many different individuals and communities co-existing in the general culture of a society, and the explicit recognition that the contribution and participation of all peoples, including marginalized people, have the potential of equal value and benefit to the society at large.</p> <p>While cultural diversity is a broad and inclusive term, the Canada Council uses the adjective “culturally diverse” to respectfully identify racialized groups that correspond to what is commonly understood as visible minorities.</p> <p>Deaf culture and hearing loss</p> <p>While people with disabilities and Deaf people share similar and often overlapping histories in experiencing systemic barriers, these groups are different from each other. Many Deaf people identify themselves as “culturally Deaf” because they share distinct sign languages, traditions, values, histories, aesthetics and norms. Sign languages are regionally and culturally specific visual languages with unique syntax and grammar that are distinct from written and spoken languages.</p> <p>There is a broad spectrum of hearing loss, including hard-of-hearing, oral-deaf, deaf-blind and late-deafened. Individuals may not have the same degree of participation in Deaf culture, and they may identify as having a disability rather than as being culturally Deaf.</p> <p>The Canada Council has adapted the convention of using Deaf with a capital “D” to represent a range of experiences: from being culturally Deaf or deaf, to having hearing loss, and using multiple forms of oral and visual languages.</p> <p>Equity</p> <p>Equity is a principle and process that promotes fair conditions for all persons to fully participate in society. It recognizes that while all people have the right to be treated equally, not all experience equal access to resources, opportunities or benefits. Achieving equality does not necessarily mean treating individuals or groups in the same way, but may require the use of specific measures to ensure fairness.</p> <p>For other commonly used terms in the Equity Office programs, please see the Glossary on page 13 of this document.</p> <p>Impairment and Disability</p> <p>Impairments are physical, mental, or learning conditions that may be evident or not, and have long term, temporary, or fluctuating effects. The degree to which impairment affects people's lives is extremely diverse.</p> <p>Disability is an experience of exclusion or disadvantage. People with actual or perceived impairments experience disability when they are disadvantaged as a direct result of that impairment, or due to social, policy or environmental barriers, including discrimination and prejudicial attitudes.</p> <p>For other commonly used terms in the Equity Office programs, please see the Glossary on page 13 of this document.</p>
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<p>Designated Applicant Groups</p>	<p>Culturally diverse arts organizations:</p> <ul style="list-style-type: none"> • work primarily with culturally diverse artists (Canadian artists of African, Asian, Latin American, Middle Eastern and mixed racial descents), and/or • engage in culturally diverse artistic practices (practices that explore and represent the expressions, perspectives and experiences of culturally diverse artists or are rooted in the artistic traditions of one or more of the cultures indicated above). <p>Deaf arts organizations:</p> <ul style="list-style-type: none"> • work primarily with Deaf and/or hard-of-hearing artists, and/or • engage in Deaf arts (artistic practices that explore Deaf culture and/or represent the expressions, perspectives and lived experiences of Deaf people and/or people who experience hearing loss). <p>Disability arts organizations:</p> <ul style="list-style-type: none"> • work primarily with artists with disabilities, and/or • engage in disability arts (practices that explore and represent the expressions, perspectives and lived experiences of people with disabilities).
<p>Applicant Eligibility</p>	<p>Note that meeting the eligibility criteria does not guarantee that your organization will receive a grant.</p> <p>Types of eligible applicants</p> <p>An applicant must be a Canadian professional arts organization described as one of the following:</p> <ul style="list-style-type: none"> • A registered, non-profit arts organization operating under a volunteer board of directors. • A publishing house that operates under industry regulations and: <ul style="list-style-type: none"> – has its head office in Canada, maintains editorial control in Canada and is at least 75 percent Canadian-owned – maintains full control over editorial processes, and – has book publishing as its primary activity. • A professional music ensemble, band or group of 2 to 22 musicians that: <ul style="list-style-type: none"> – has been working together long enough to create a unique and cohesive musical voice, usually a minimum of one year, or – has a structure that involves a variable-numbered pool of musicians working together on a regular basis, as stated in their artistic mandate.

Applicant Eligibility (continued)

- An **artists' collective**, which is:
 - is an unincorporated group that has been in existence with the same core artistic membership for at least two years of ongoing activity before the application deadline, and
 - has also created and publicly presented at least two arts activities that have received recognition from artists working in the same disciplines, genres or traditions.

Note: Professional context

This program recognizes that different professional contexts and alternative organizational structures exist for the designated applicant groups, especially Deaf and disability arts organizations. Examples of such contexts and structures include collectives working with emerging and community-based artists or support staff (interpreters, attendants, etc.) who enable the creative process.

Previous funding

Applicants must demonstrate that the artistic merit of the organization has been assessed in the past five years.

Culturally diverse arts organizations must have received:

- at least two Canada Council project grants or operating support awarded through a peer-assessment process, **or**
- at least one Canada Council project or operating grant plus operating support from a provincial, territorial or municipal arts funder.

Deaf and disability arts organizations must have received:

- at least one Canada Council project grant or operating support awarded through a peer-assessment process, **or**
- at least one project grant or operating support from a provincial, territorial or municipal arts funder.

Commitment to designated communities

The applicant's mandate and the majority of its activities, artistic content, and financial and human resources must be dedicated to culturally diverse, Deaf and/or disability arts communities and, specifically, to:

- creating, promoting or supporting the arts practices of these communities
- employing and developing artists, artistic leaders, creative contributors and/or staff from these communities
- providing access to the arts for audiences from these communities, and/or
- advancing the artistic development of these communities.

<p>Grant Amount</p>	<p>Amount available</p> <p>The maximum grant amount that your organization can receive from this program is \$30,000 per year. If your application is successful, the amount of funds recommended over the three-year period may vary from year to year, depending on the assessment of your application.</p> <p>Note: If your organization applies for and receives operating support from a Canada Council disciplinary section (Dance, Music, etc.) while you are receiving a Multi-year Grant from the Equity Office, your Multi-year Grant may be discontinued in order to be integrated into the operating grant to enable more long-term support.</p>
<p>Eligibility of Expenses</p>	<p>Eligible expenses</p> <p>Your organization may use grant funds from this program for:</p> <ul style="list-style-type: none"> • general management and administration • human resources • leadership, governance and board development • financial management • revenue diversification and development • marketing and audience development • accessibility for people with disabilities • sign language interpretation or consultation, and • professional development of staff. <p>Examples of eligible expenses are:</p> <ul style="list-style-type: none"> • salaries, honoraria and fees for basic or additional professional staff (such as artistic directors, administrators, touring and marketing personnel, managers, communications personnel, accountants, bookkeepers, sign language interpreters or consultants, accessibility consultants, access support staff and administrative support staff) • information technology and website development costs • purchase or upgrade costs of office equipment (maximum of 10 percent of the amount requested) • costs for implementing bookkeeping and financial management systems • costs for implementing outreach, audience development, community building and communications strategies • marketing and publicity costs (such as fundraising and subscription campaigns) • rental costs for administrative space and equipment, and • equipment and related training costs to ensure the inclusion of staff, artists and/or audiences who are Deaf or have disabilities (note that this should not represent the majority of the budget and you cannot submit requests for the same equipment to both this program and other equipment acquisition programs).

<p>Eligibility of Expenses (continued)</p>	<p>Ineligible expenses</p> <p>Examples of ineligible expenses are:</p> <ul style="list-style-type: none"> • any expenses that are incurred before the application deadline • artists’ fees and production costs • commissioning fees • salaries for consultants or mentors except accessibility and sign language consultants • networking and travel costs (see other programs in specific arts disciplines or the Equity Office’s Travel Grants) • touring and dissemination costs, such as accommodation, travel and per diem costs (see other programs in specific arts disciplines) • major capital costs, including costs for renovations or adaptations to physical spaces • deficit reduction or deficit elimination costs • artistic mentorship costs (see grants to professional artists programs in specific arts disciplines), and • rental of venue, space or equipment costs for programming.
<p>Assessment of Applications</p>	<p>Assessment process</p> <p>Peer evaluation is fundamental to the Canada Council’s decision-making process. Applications will be evaluated by a multidisciplinary peer assessment committee, composed of professionals with experience in arts management and knowledge of a range of diverse artistic practices.</p> <p>Committee members will also be selected with consideration to fair representation of artistic specializations, gender, generations, Canada’s two official languages, Aboriginal people, the cultural and regional diversity of Canada and people who are Deaf and/or have disabilities. New committees are formed for each competition.</p> <p>Program Officers may also provide contextual information to the committee about trends in, and realities of, the artistic milieu.</p> <p>The peer assessment committee’s recommendations are final.</p> <p>For further information on this subject, please see “Peer Assessment: How the Council Makes its Decisions” (see the following link www.canadacouncil.ca/aboutus/Governance/PeerAssessment/gq127234205403281250.htm)</p>

<p>Assessment of Applications (continued)</p>	<p>Assessment criteria</p> <p>The peer assessment committee’s decisions will be based on the relative merit of your application compared with that of all other eligible applications in this national competition and the availability of funds.</p> <p>The committee will take into account your organization’s stated mandate and direction, stage of development, as well as regional, cultural and artistic context.</p> <p>The committee will base its review of applications on the program’s objectives and the weighted assessment criteria listed below (the relative importance of each criterion is shown in brackets):</p> <ul style="list-style-type: none"> • the merit, clarity and rigour of your organization’s three-year organizational development objectives and strategies (30 percent) • your organization’s past and potential ability to impact the culturally diverse, Deaf, and/or disability arts community or communities (25 percent) • how effectively and appropriately your existing or proposed administrative structure supports your organization’s artistic vision and activities (20 percent) • your organization’s ability to present realistic and accurate budgets (15 percent), and • the quality of your evaluation tools and the critical assessment of your organization’s development (10 percent). <p>When recommending grant amounts, the peer assessment committee will also consider the following factors:</p> <ul style="list-style-type: none"> • the degree of equity-related challenges or barriers your organization faces that limit the advancement of your artistic practice and the development of designated communities (barriers may be regional, cultural or linguistic, or related to disabilities, disciplinary-specific factors or rarity of artistic practices) • the number of years your organization has received support from the Capacity Building Initiative and the demonstrated impact of past Capacity Building grants on your organization’s development, if any, and • the scope and amount of your organization’s activities (for example, year-round activities versus those that occur every two years). <p>Priorities for funding</p> <p>After the applications have been assessed as described above, the assessment committee will list the applications recommended for funding in priority order. Where there are projects of equal merit, the committee will give priority to applicants engaged in rare artistic practices or from under-represented regions and population groups within the context of the competition.</p>
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IMPORTANT INFORMATION FOR APPLICANTS

Processing the Application	<p>Acknowledgement of receipt</p> <p>The Canada Council for the Arts will send you a notice acknowledging that your application has been received. This notice will be sent out shortly after your application has arrived. It should be noted that the acknowledgement of the receipt indicates that the application has been received; it does not confirm that your application is eligible.</p> <p>Response time</p> <p>You will be informed of the competition results, by mail, approximately four months after the application deadline. The Canada Council does not release results by telephone or email.</p> <p>You can access the Searchable Grants Listing, a database of successful grant applicants, at www.canadacouncil.ca/grants/recipients. You can contact the Canada Council, in writing, to request the list of peer assessors.</p> <p>Application preparation</p> <p>You are responsible for providing all the information and support material requested to confirm your organization's eligibility for the program. The Canada Council will make eligibility decisions based on the information provided in this application.</p> <p>Do not submit originals. The Canada Council is not responsible for the loss or damage of material submitted in support of an application.</p> <p>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 limited time in which to study each grant application. This ensures that all applications are assessed on an equal basis.</p> <p>Format and layout</p> <p>Where this applies, all the documents requested and the application form must be submitted on separate sheets of white paper (letter format, 8½ x 11 inches), printed on one side. Use a font size of 12 points or larger. These documents must not be bound, placed under plastic or stapled. Paper clips are acceptable.</p> <p>Colour printing on coloured sheets and/or in an unusual format makes photocopying difficult; it is therefore preferable to avoid using them.</p>
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<p>Personal Information</p>	<p>The Privacy Act gives individuals the right to access and request corrections of personal information about themselves. The Canada Council will protect personal information as required by the Privacy Act. The information will be stored in a series of Canada Council data banks described in <i>Info Source</i>, a government publication that is available on the Internet. All other information may be accessible to others under the Access to Information Act.</p> <p>The Canada Council for the Arts may share information related to applications and awards with officials in other arts and cultural industry funding agencies, on a confidential basis, to assist with program planning and evaluation.</p>
<p>Grant Terms and Conditions</p>	<p>Before you apply for a grant, please note all of the following conditions:</p> <ul style="list-style-type: none"> • Any overdue final reports for Canada Council grants must be submitted and approved before your organization is eligible to apply for another Canada Council grant. • Your organization may apply to and receive funding from either the Equity Office or the Aboriginal Arts Office, but not both. <p>If your application is successful, the terms and conditions, including information on interim and final reports, will be outlined in the grant notification letter. These are some of the conditions:</p> <p>Grant payment</p> <p>The first payment will be made once your organization has confirmed in writing that it agrees to the terms and conditions of the grant.</p> <p>If your organization cannot use part or all of the grant during the period stated in your application or decides not to carry out its proposed activities, you must notify the Canada Council immediately. Any changes to funded activities (for example, changes to the scope of activities, to the budget, to key personnel, or to the start or end date) must be approved by the appropriate officer before you carry them out.</p> <p>The Canada Council reserves the right to redistribute, delay or suspend payments if your organization does not carry out its planned program of activities; undergoes major changes in artistic and/or administrative direction; or does not meet its obligations as a grant recipient, including the requirement to submit interim or final reports to the Canada Council.</p> <p>Interim reports</p> <p>The amounts awarded for the second and the third year of the grant will be paid upon receipt and approval, by the Equity Office, of interim reports at the end of each year. The interim report must include updated financial information and status of activities.</p> <p>Final report</p> <p>After the third year, your organization will be required to submit a final report on how it used the grant.</p> <p>Please note that the Canada Council cannot close your organization’s grant file until it has received and approved the final report and financial information. These reports are due no later than three months after the end of the grant period. You must return any unused grant funds to the Canada Council.</p>

<p>Grant Terms and Conditions (continued)</p>	<p>Acknowledgement of Canada Council for the Arts support</p> <p>You must acknowledge the support of the Canada Council for the Arts in all promotional material associated with the grant. Details about the acknowledgement policy will be included with the grant notification letter.</p>
<p>Frequently Asked Questions</p>	<p>How can I communicate with Canada Council staff?</p> <p>You can call 1-800-263-5588 (toll-free) or 613-566-4414 ext. 4102.</p> <p>You can use the Canada Council TTY lines: 1-877-688-5501 or 1-866-585-5559.</p> <p>You can email text or video messages to Canada Council staff in French, English, LSQ or ASL. Email addresses follow the pattern: first name dot last name at canadacouncil dot ca (e.g. elizabeth.sweeney@canadacouncil.ca).</p> <p>You can contact staff to request a web conference or meeting in person. Sign language interpretation in ASL or LSQ can be provided.</p> <p>May I submit my application, interim reports or final report in alternative formats, such as orally or by video in LSQ or ASL?</p> <p>No, you must submit your application and final report, on or before the deadline, in written English or written French. If you must pay for access support services (such as transcription, sign language interpretation, etc.) to submit these documents, the Canada Council may contribute toward these costs. For more information about reimbursement, please contact the Equity Office before incurring these costs.</p> <p>How do I indicate my willingness to participate on a peer assessment or advisory committee?</p> <p>You may fill out a self-nomination form, which is available through www.canadacouncil.ca. If you are invited to participate on a peer assessment or advisory committee, the Canada Council will provide and pay for necessary access support services (such as sign language interpretation or attendant care) to assist you to participate.</p>

GLOSSARY

The terms listed below apply specifically to the Equity Office's Capacity Building Initiative.

Collaborator

Participants who work together and make a significant or equal contribution to the development of a project. These participants may be co-authors, co-producers, joint applicants, or partnering individuals or organizations affiliated in any capacity with the project.

Collaboration

Effort made by artists and/or arts professionals participating equally in artistic research, creation, production and disseminations of a work.

Commission

- A request from an individual or organization to an artist or group of artists to create a specific artwork.
- A financial contribution toward a commissioned work.

Creation/production

- The artistic effort (including the research) of generating new or substantially revised artistic materials or artwork (play, dance, score, script, sculpture, video, installation, etc.).
- The remounting of works.
- The presentation phase in some disciplines, such as theatre and dance.

Disciplinary sections

A grouping of administrative units within the Canada Council for the Arts that provides grant programs, services and administers funding for a particular artistic discipline, practice or sector. The Canada Council's disciplinary sections include: Audience and Market Development, Dance, Media Arts, Music, Inter-Arts, Theatre, Visual Arts and Writing and Publishing.

Dissemination

Methods to present and distribute artworks to the public. This includes exhibition, touring, the circulation of exhibitions, the promotion and distribution of artworks and literature, extension services and library and resource centre activities.

Mentorship

An activity or experience in which an apprentice learns from a mentor (an organization, institution or individual with extensive knowledge and experience in a particular art form.) This may also be called an apprenticeship. The mentorship can include exchanges, sharing knowledge and/ or working together that result in benefits for both or all parties.

Partnership

A clearly defined artistic, financial, or administrative relationship. Two or more parties working towards shared and/or compatible objectives with: shared authority and responsibility; joint investment of time and resources; sharing of risks and benefits; and an explicit agreement, contract or other instrument that sets out terms. A partnership lasts whatever length of time suits the partners and their undertaking.

Peer assessment

An evaluation mechanism and principle based on peer review in which the majority of Canada Council's funding decisions are made. The Canada Council's commitment to peer assessment is based on the conviction that decisions about which artists or arts organizations receive support should be made by their peers. A new committee of peers is usually formed for each competition. Peer assessment committees can be discipline-specific or multidisciplinary.

For more information please refer to:

<http://www.canadacouncil.ca/aboutus/Governance/PeerAssessment/gq127234205403281250.htm>

Peer-to-peer learning

Opportunities to learn, exchange and share between and amongst artists, art professionals and organizations usually working within common artistic traditions, disciplines, communities or sectors.

Racialized group

Groups designated as different based on perceived race or ethnicities and on that basis subjected to differential and unequal treatment. In the present context, racialized groups include those who may experience differential treatment on the basis of race, ethnicity, religion, culture, etc. That is, treated outside the norm and receiving unequal treatment based upon phenotypical features.

Systemic barriers

Barriers within the system, imbedded in policy, law, institutions, structures, geopolitics and politics. These barriers are experienced by groups based on age, culture, disability, ethnicity, gender, language, region, sexual orientation etc.

Touring

Cross-border Canada/USA travel in addition to domestic and international travel for individuals, groups or collectives of professional artists to further disseminate art and increase artistic expertise.



Capacity Building Initiative: Multi-year Grants

The information that you provide from this point onward will be submitted to the peer assessment committee.

- The Canada Council requires only one copy of the application form.
- Type or print in black ink to make your application easier to photocopy.
- Do not bind your completed application form (in other words, do not use spiral binding, staples, mount it in plastic, etc.).
- You must submit your application, on or before the deadline in written English or written French. The Canada Council may contribute toward costs required for sign language interpretation or access support services (such as transcription) in order to submit these documents. You must contact the Equity Office in advance for more information about reimbursement **before incurring these costs**.

PART A1 – NAME AND LOCATION OF APPLICANT

Name of applicant (legal name of organization, registered name if incorporated):

City

Province or territory

Name and position of organization's primary representative:

PART A2 – DESCRIPTION OF GRANT REQUEST

Amount requested from this program (to a maximum of \$30,000 per year):

Year 1 \$ _____ Year 2 \$ _____ Year 3 \$ _____

Note: You are expected to determine the amount of your grant request based on your organizational development needs and the eligible expenses described in the program guidelines.

Three-year period to be covered by this grant:

From date (day/month/year) _____ To date (day/month/year) _____

Note: The period of this grant must begin after the program deadline, which is 30 November 2011.

Organization's fiscal year end: (day/month) _____

PART A3 – OTHER GRANT SUPPORT

Please check the appropriate box(es) below to indicate the Canada Council disciplinary section(s) that have previously provided or are currently providing grant support to your organization:

- Audience and Market Development Dance Inter-Arts Media Arts
 Music Theatre Visual Arts Writing and Publishing

Please check the appropriate box(es) below to indicate the type of grant support your organization has previously received or is currently receiving from each of the funders indicated:

Canada Council for the Arts

- Project funding Annual operating funding Multi-year operating funding

Provincial or Territorial Arts Funders

- Project funding Annual operating funding Multi-year operating funding

Municipal Arts Funders

- Project funding Annual operating funding Multi-year operating funding

Culturally diverse arts organizations: If you have received only one Canada Council grant in the past five years, you are required to provide letters confirming financial support from provincial, territorial or municipal arts funders (see the program guidelines for details).

Deaf and disability arts organizations: If you have not received Canada Council funding in the past five years, you are required to provide letters confirming financial support from provincial, territorial or municipal arts funders (see the program guidelines for details).

PART B1 – ELIGIBILITY EVALUATION TOOL: GENERAL GUIDELINES

The Canada Council recognizes diverse arts communities and practices. However, to address funding gaps and access issues, this program focuses strategically on culturally diverse, Deaf and disability arts organizations, as well as their artistic practices.

The Equity Office has developed this eligibility evaluation tool for you to indicate the artistic practices and representation of people from the designated arts communities. Please note that your organization's mandate, major artistic activities, and community or communities benefiting from your work are considered the most critical areas in reflecting the level of representation.

In Part B2, please estimate the percentage of individuals and artistic practices from the designated groups for each eligibility criterion. Use the examples for each designated group in Part B3 as a guide. If the form does not provide enough space, you may use the Word document located at www.canadacouncil.ca/grants/equity/

The Canada Council recognizes that applicant groups may work with diverse populations with multiple or overlapping identities that are not mutually exclusive of each other. For instance, culturally-diverse, Deaf or disability arts organizations frequently serve other equity-seeking groups such as Aboriginal people, women, the Gay, Lesbian, Bisexual and Transgendered community, linguistic minorities, immigrants and refugees, people living in poverty or other marginalized communities. However, the core focus of this program is to address funding gaps for members of the three designated groups.

If your organization dedicates a substantial amount of resources to serving groups other than the three designated groups, please **do not incorporate them into the percentages** in Part B2, but describe them in Part C. If your organization works with members of Deaf, disability or visible minority communities, please **include them in the percentages**.

PART B2 – ELIGIBILITY EVALUATION TOOL TO BE COMPLETED		
Eligibility criteria	Content	Representation of designated communities (%)
Mandate (main purpose of your organization)		
<p>Major artistic activities, including activities that explore and (or) represent the expressions, perspectives and lived experiences of:</p> <ul style="list-style-type: none"> • culturally diverse artists and/or practices rooted in culturally diverse traditions • Deaf people, in other words, Deaf arts • people with disabilities, in other words, disability arts. 		
<p>Community or Communities (individuals, groups or organizations that benefit from your organization's work, including workshop participants, collaborators, members, volunteers, partnering arts professionals or organizations, donors and audiences.)</p>		
<p>Leadership (key representatives of your organization who report to the board, if this applies.)</p>		
Staff and artists		
Board (if this applies)		
AVERAGE		

PART B3 – EXAMPLE OF COMPLETED ELIGIBILITY EVALUATION TOOL FOR CULTURALLY DIVERSE ARTS ORGANIZATIONS		
Eligibility criteria	Content	Representation of culturally diverse / visible minority (%)
Mandate	The Origins Gallery was created to support and promote multidisciplinary contemporary art that encourages reflection on ethnic or cultural intersections and history. We present programs that represent and reflect the cultural diversity of Canada's populations and create a space to explore the discourse of art practice in relation to ethnicity, culture and race.	100
Major artistic activities	<ul style="list-style-type: none"> • Permanent collection (25%) • Special programs: <ol style="list-style-type: none"> 1) Trans Land – A First Peoples and culturally diverse multidisciplinary exhibit on land and sexuality (50%) 2) Current Realities: Water, Electricity, Power and Protest – International works on major hydro dams and their effects on Indigenous peoples in Latin America (100%) 3) Play Me: Digital Media and Global Communications (25%) 	Calculation: $25 + 50 + 100 + 25 = 200 / 4 = 50$ 50
Community or Communities	We are an artist-run centre with a diverse and inclusive membership. While we don't ask our membership to identify themselves according to race or ethnicity, generally more than half of the membership, volunteers, workshop participants, project partners and visitors appear to be from the Asian-Canadian and African-Canadian communities – 60% represents a conservative estimate.	60
Leadership	<ul style="list-style-type: none"> • Artistic Coordinator – Mixed African and French-Canadian • Administrative Coordinator – European-Canadian 	50
Staff and artists	We have a five-member staff; two are full time and three are part time. Three are members of visible minorities. Roughly 30% of artists come from visible minorities.	Calculation: $3/5 = 60$ $60 + 30 = 90 / 2 = 45$
Board (if this applies)	A 10-member board; four members belong to visible minorities.	40
AVERAGE		(Total of all percentages divided by 6) $100 + 50 + 60 + 50 + 45 + 40 = 345 / 6 = 57.5$ 58

PART B3 – EXAMPLE OF COMPLETED ELIGIBILITY EVALUATION TOOL FOR DEAF ARTS ORGANIZATIONS		
Eligibility criteria	Content	Representation of Deaf people / Deaf arts (%)
Mandate	The Front and Centre Gallery was created to support and promote multidisciplinary contemporary art that encourages reflection about the diverse lived experiences of being Deaf, including exploring intersecting identities, Deaf cultures and history. We present programs that represent and reflect the diversity of Deaf Canadians and create a space to explore their discourse of arts practices.	100
Major artistic activities	<ul style="list-style-type: none"> • Permanent collection (75%) • Special programs: <ol style="list-style-type: none"> 1) Hand in Hand – An intimate video exhibit of Deaf and hearing Canadians in relationships, which explores their shared lives, languages and cultures (50%) 2) Radical Realities: Deaf People, Pride and Protest – International works about Deaf LGBT people and their battle to gain access to Pride celebrations (100%) 3) Play Me: Digital Media and Global Communications (75%). 	Calculation: $75 + 50 + 100 + 75 = 300 / 4 = 75$
Community or Communities	We are an artist-run centre with a diverse and inclusive membership. While we don't ask our membership to identify whether they are Deaf or hard-of-hearing, more than half of the membership, volunteers, workshop participants, project partners and visitors appear to be Deaf – 60% represents a conservative estimate.	60
Leadership	<ul style="list-style-type: none"> • Artistic Director – A Deaf person • General Manager – A hearing person 	50
Staff and artists	We have a five-member staff and three are Deaf people. Roughly 80% of artists are Deaf artists.	Calculation: $3/5 = 60$ $60 + 80 = 140 / 2 = 70$
Board (if this applies)	A 10-member board; four members are Deaf.	40
AVERAGE		(Total of all percentages divided by 6) $100 + 75 + 60 + 50 + 70 + 40 = 395 / 6 = 65.8$ 66

PART B3 – EXAMPLE OF COMPLETED ELIGIBILITY EVALUATION TOOL FOR DISABILITY ARTS ORGANIZATIONS		
Eligibility criteria	Content	Representation of people with disabilities / disability arts (%)
Mandate	The Open Gallery was created to support and promote multidisciplinary contemporary art that encourages reflection about the diverse lived experiences of people with disabilities, including exploring intersecting identities, disability cultures and history. We present programs that represent and reflect the diversity of Canadians with disabilities and create a space to explore their discourse of arts practices.	100
Major artistic activities	<ul style="list-style-type: none"> • Permanent collection (50%) • Special programs: <ol style="list-style-type: none"> 1) This Land Is My Land – A portrait exhibit of Aboriginal people with disabilities and their relationship to the land, in diverse rural and urban Canadian landscapes (100%). 2) Radical Realities: Disabled People, Pride and Protest – International works about LGBT people with disabilities and their battle to gain access to Pride celebrations (100%). 3) Play Me: Digital Media and Global Communications (25%). 	Calculation: $50 + 100 + 100 + 25 = 275$ $275/4 = 68.8$ 69
Community or Communities	We are an artist-run centre with a diverse and inclusive membership. While we don't ask our membership to identify whether they have a disability, more than half of the membership, volunteers, workshop participants, project partners and visitors appear to be people with disabilities – 60% represents a conservative estimate.	60
Leadership	<ul style="list-style-type: none"> • Artistic Director – A person with a disability • Administrative Coordinator – A person without a disability. 	50
Staff and artists	We have a five-member staff; two are full time and three are part time. Three are people with disabilities. Roughly 30% of artists have disabilities.	Calculation: $3/5 = 60$ $60 + 30 = 90/2 = 45$
Board (if this applies)	A 10-member board; four members have disabilities.	40
AVERAGE		(Total of all percentages divided by 6) $100 + 69 + 60 + 50 + 45 = 364/6 = 60.6$ 61

PART C – PROFILE OF APPLICANT AND ORGANIZATIONAL DEVELOPMENT ACTIVITIES

On separate sheets of paper, please provide the information requested in this section. **Present your text in the order shown below.** While the descriptions must be detailed enough to allow the peer assessment committee to make informed recommendations, please be concise and clear.

The information requested below is directly related to the assessment criteria and factors that the peer assessment committee will use to evaluate your application (see the Assessment Criteria section of the guidelines for details). Please respond to all points.

Submit a maximum of **12 pages** for Part C.

Profile of organization

- Your organization’s mandate and mission statement.
- Short description of your organization’s artistic activities, including historical highlights, key activities pursued over the past year, the number of arts professionals involved and the approximate size of the audience/public.
- Current administrative structure, including a list of board members, if this applies (include names, titles, lengths of terms and responsibilities), a list of major staff positions (including names, titles and roles), and the number of paid full-time, part-time, contract and volunteer hours per week.

Previous organizational development activities and equity-related challenges

- If you have received previous capacity building grants from the Equity Office, explain how these funds have helped to develop your organization.
- Equity-related challenges or barriers your organization faces in realizing its artistic objectives and in building organizational capacity. For example, equity-related challenges could include:
 - lack of professional development opportunities for artists engaged in disability arts practices
 - limited presentation opportunities for organizations producing culturally diverse and Deaf arts, and
 - regional barriers for organizations based in areas outside major urban centres.

Organizational development activities

These are the activities that advance effective management, financial capacity, leadership, marketing, governance, audience development, human resource management and related areas.

- A brief statement on how the requested grant funds will be spent each year (maximum one paragraph per year.)
- Your three-year organizational development **objectives**, related longer term goals and how they correspond to the organization’s artistic objectives, reality and growth.
- The proposed **strategies** for achieving these objectives, including how you plan to obtain funding in addition to Canada Council funding.
- Your organization’s proposed administrative structure to support its artistic vision and activities (such as additional staff or changes to the current structure). If the structure will remain unchanged, please indicate why it works and how it serves the organization well.

PART C – PROFILE OF APPLICANT AND ORGANIZATIONAL DEVELOPMENT ACTIVITIES
(continued)**Outreach and community building activities**

- Your organization's outreach and community building activities, including partnerships, associations or networks that it has developed.
- The impact of your organization on designated communities (Members of these communities are the individuals, groups or organizations that benefit from your organization's work. They are not limited to audiences, but may include workshop participants, collaborators, members, volunteers, partnering arts professionals or organizations, and donors.) You may include quotes or comments from members of these communities to demonstrate the impact of these activities.
- If artists with disabilities and artists without disabilities work together through your organization, please demonstrate how they collaborate with each other and how artists with disabilities are actively engaged in the creative and decision-making process.

Self-assessment activities

- Indicate any tools that your organization currently uses or will be implementing in order to conduct evaluation and critical assessments of its development. This includes tools to assess whether the proposed organizational development strategies are effective and resulting in progress.
- If no tools are used, explain how your organization evaluates its performance and progress in building capacity and advancing its mandate.

PART D1 – FINANCIAL INFORMATION: GENERAL GUIDELINES**Global budget for arts organizations**

- Please use the “Global budget for arts organizations” form (in Excel format) to provide the past and projected financial information of your organization. This form is posted at the following link www.canadacouncil.ca/grants/equity/
- Please fill out **all columns**.
- Attach detailed notes to the budget form to explain significant increases or decreases from year to year, growth or losses. If your organization has a deficit of more than 10 percent of its annual budget, you must include a deficit reduction plan.
- For the Current Year column (column 3), indicate in the budget notes whether the figures are **pending or confirmed**.
- When using the line item “Other”, show a single amount (keep the amount in this category as low as possible) and add a broad breakdown in your budget notes.
- Please follow the definitions provided in the form.

Note: Some applicants may have already submitted financial information to CADAC. If so, these organizations can submit the “CADAC Financial Form for Arts Organizations” (paper copy) instead of the “Global budget for arts organizations”.

Organizational development budget

- Please provide an itemized list of revenues and expenses for the proposed organizational development activities over three years (using Part D2 of this form). Be sure that the items in the budgets match the organizational development activities indicated in Part C.

Please note that the following type of financial statement is required by the Canada Council.

If your organization’s last Canada Council annual operating grant was:

- \$100,000 or more, you are required to submit an audited financial statement
- between \$50,001 and \$99,999, you are required to submit a review engagement, and
- \$50,000 or less, you are required to submit an internal financial statement.

If your organization is a new applicant to this program, you may submit internally prepared financial documents.

Other audited financial statements must also be submitted for any holding companies, parent companies or foundations with which the organization is associated, and for any subsidiaries, related companies or special trust funds that the organization controls.

PART D2 – ORGANIZATIONAL DEVELOPMENT BUDGET: YEAR 1

Please provide revenue and expenses for your **organizational development activities for Years 1, 2 and 3**. Use the appropriate budget page for each year, and add pages if needed.

REVENUES

	Confirmed	Pending	Confirmed plus Pending
Public funds:			
Canada Council grant requested from this program		\$	\$
Canada Council capacity building grants from other sections, such as a Flying Squad grant or portion of an operating grant	\$	\$	\$
Federal grants (other than Canada Council - provide details):			
	\$	\$	\$
Provincial or territorial grants (provide details):			
	\$	\$	\$
Municipal grants (provide details):			
	\$	\$	\$
Private or corporate donations (provide details):			
	\$	\$	\$
Earned revenues (provide details):			
	\$	\$	\$
Other revenues, such as cost-sharing with other institutions or in-kind support (provide details):			
	\$	\$	\$
Total revenues	\$	\$	\$

EXPENSES

	Overall organizational development activities	For proposed activities in this application only
Salaries, honoraria and professional fees (provide a breakdown of positions):		
	\$	\$
	\$	\$
Administrative costs (provide details):		
	\$	\$
Equipment purchase, upgrade or rental costs (provide details):		
	\$	\$
Access costs (for example, for sign language interpretation, attendant care and/or transportation – provide details):		
	\$	\$
Other costs (provide details)		
	\$	\$
Total expenses	\$ (must equal total revenues from Confirmed plus Pending column of revenues in Part D2 – Year 1)	\$ (maximum of \$30,000)

PART D2 – ORGANIZATIONAL DEVELOPMENT BUDGET: YEAR 2			
REVENUES			
	Confirmed	Pending	Confirmed plus Pending
Public funds:			
Canada Council grant requested from this program		\$	\$
Canada Council capacity building grants from other sections, such as a Flying Squad grant or portion of an operating grant	\$	\$	\$
Federal grants (other than Canada Council - provide details):			
	\$	\$	\$
Provincial or territorial grants (provide details):			
	\$	\$	\$
Municipal grants (provide details):			
	\$	\$	\$
Private or corporate donations (provide details):			
	\$	\$	\$
Earned revenues (provide details):			
	\$	\$	\$
Other revenues, such as cost-sharing with other institutions or in-kind support (provide details):			
	\$	\$	\$
Total revenues	\$	\$	\$
EXPENSES			
	Overall organizational development activities	For proposed activities in this application only	
Salaries, honoraria and professional fees(provide a breakdown of positions):			
	\$	\$	\$
	\$	\$	\$
Administrative costs (provide details):			
	\$	\$	\$
Equipment purchase, upgrade or rental costs (provide details):			
	\$	\$	\$
Access costs (for example, for sign language interpretation, attendant care and/or transportation – provide details):			
	\$	\$	\$
Other costs (provide details)			
	\$	\$	\$
Total expenses	\$ (must equal total revenues from Confirmed plus Pending column of revenues in Part D2 – Year 2)	\$ (maximum of \$30,000)	\$

PART D2 – ORGANIZATIONAL DEVELOPMENT BUDGET: YEAR 3			
REVENUES			
	Confirmed	Pending	Confirmed plus Pending
Public funds:			
Canada Council grant requested from this program		\$	\$
Canada Council capacity building grants from other sections, such as a Flying Squad grant or portion of an operating grant	\$	\$	\$
Federal grants (other than Canada Council - provide details):			
	\$	\$	\$
Provincial or territorial grants (provide details):			
	\$	\$	\$
Municipal grants (provide details):			
	\$	\$	\$
Private or corporate donations (provide details):			
	\$	\$	\$
Earned revenues (provide details):			
	\$	\$	\$
Other revenues, such as cost-sharing with other institutions or in-kind support (provide details):			
	\$	\$	\$
Total revenues	\$	\$	\$
EXPENSES			
	Overall organizational development activities	For proposed activities in this application only	
Salaries, honoraria and professional fees(provide a breakdown of positions):			
	\$		\$
	\$		\$
Administrative costs (provide details):			
	\$		\$
Equipment purchase, upgrade or rental costs (provide details):			
	\$		\$
Access costs (for example, for sign language interpretation, attendant care and/or transportation – provide details):			
	\$		\$
Other costs (provide details)			
	\$		\$
Total expenses	\$ (must equal total revenues from Confirmed plus Pending column of revenues in Part D2 – Year 3)	\$	\$ (maximum of \$30,000)

PART E – THREE-YEAR STRATEGIC OR ACTION PLAN

Submit a copy of your organization's strategic or action plan covering the three-year grant period. If a strategic plan was created previously, but does not cover the grant period that you identified in Part A2 of this application form, please adapt the plan and complete the content for the missing year or years.

The plan is usually constructed in a table form and includes goals, strategies, persons responsible for carrying out the tasks, timelines and status of each task. It should provide an overview of action points already achieved as well as those yet to be carried out within the selected time frame. The Canada Council will accept plans developed through its Flying Squad program, through an equivalent program or independently by your organization.

Your plan should be **three to six pages** and may be in narrative, table or point form.

PART F – CHECKLIST

Use this checklist to confirm that you have completed all relevant sections of the form and have included all required support material. Be sure to put your organization's name on all items.

For this program, **you are not required to submit** artistic support material (such as digital images, CDs, DVDs, posters, manuscripts or catalogues). Artistic support material or any other material not requested in the application form will not be shown to the peer assessment committee.

You must include the following items in the order shown below.

- Identification of applicant
- Declaration (two **original signatures** are required)
- Part A1 – Name and location of applicant
- Part A2 – Description of grant request
- Part A3 – Other grant support
 - Letter(s) confirming financial support from provincial, territorial or municipal arts funders, if required for eligibility reasons
- Part B2 – Completed eligibility evaluation tool
- Part C – Profile of applicant and organizational development activities (maximum of **12 pages**)
- Part D1 – Financial information: general guidelines
 - Completed Global budget for arts organizations form **or** the “CADAC Financial Form for Arts Organizations” (paper copy)
 - Deficit reduction plan (if this applies)
 - Audited financial statement, review engagement or internally prepared financial statement (see Part D1 for guidelines)
- Part D2 – Completed Organizational development budget (Years 1, 2 and 3)
- Part E – Three-Year Strategic or Action Plan (**three to six pages**)

Once the form has been completed, please choose one of the following options for submission.

By email

Be sure to include the Global Budget for Arts organizations form (in Excel format) and any required support material. Any non-electronic support material must be sent by mail on or before the program deadline date.

By mail

Please send your completed application and all required support material to the following address:

Equity Office

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