



Canada Council
for the Arts

Conseil des arts
du Canada

EQUITY OFFICE

Cultivate: Organizational Development Project 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 section. We recommend that you contact the Equity Office to discuss project eligibility several weeks before the deadline.
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.

Deadline

15 September 2015

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

Vanessa Novack, Senior Administrative Assistant

Equity Office

Canada Council for the Arts

150 Elgin Street, P.O. Box 1047

Ottawa ON K1P 5V8

vanessa.novack@canadacouncil.ca

1-800-263-5588 (toll-free) or 613-566-4414, ext. 4102

T*TY: 1-866-585-5559

You can communicate with Canada Council staff via email, text or video messages, web conference, or face-to-face meetings in English, French, ASL or LSQ.

EQG7E 10-14



PROGRAM GUIDELINES

Canada Council Equity Values	<p>The Canada Council for the Arts is committed to equity and inclusion, and welcomes applications from diverse Aboriginal, cultural, linguistic and regional communities, and from people who are Deaf and/or have disabilities.</p> <p>Dedicated funds and programs are available to Aboriginal, culturally diverse, Deaf, disability, and official language minority arts professionals and organizations.</p> <p>This program is designated for culturally diverse, Deaf and disability arts organizations.</p>
Mandate and Role of the Equity Office	<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>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 Equity Office works to increase equitable access to Canada Council grants and services for professional artists and arts organizations 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>The Equity Office's responsibilities include:</p> <ul style="list-style-type: none"> • promoting integration and access for artists who are Deaf and/or have disabilities to the Council's processes and programs • maintaining a historic focus on supporting Canadian artists of African, Asian, Middle Eastern, Latin American or mixed racial heritage, and their artistic practices • working closely with the Aboriginal Arts Office to integrate the distinct history, experience and contributions of Aboriginal artists into a wider equity framework • contributing to policy development for official language minority communities. <p>The Equity Office's role in developing programs is distinct from and complementary to that of the disciplinary arts sections. Programs delivered by the Office are:</p> <ul style="list-style-type: none"> • intended to address funding gaps within the Canada Council's regular programs • defined by specific objectives and expected results • time-limited.

Program Objectives	<p>This program is designed to address a critical gap in the Canada Council’s funding to culturally diverse, Deaf and disability arts organizations (for this program, the term “organization” includes publishing houses, artists’ collectives and music ensembles or groups). The Equity Office recognizes that these groups face systemic barriers that often limit their opportunities to obtain funding, professional development and recognition. This program is intended to develop the capacity of these arts organizations to:</p> <ul style="list-style-type: none"> • better support their artistic activities • increase their sustainability and competitiveness within the Canadian arts sector • contribute to a healthy and vibrant ecology for arts professionals from the designated arts communities.
Program Description	<p>This program provides support to culturally diverse, Deaf and disability arts organizations to pursue strategic, time-limited organizational development projects.</p> <p>It is open to arts organizations working in any artistic discipline 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, arts professionals, staff, audiences, partners, volunteers and the public.</p> <p>Applicants are asked to identify a particular aspect of their organization that they wish to develop or enhance; state clear project goals and desired outcomes; propose concrete strategies and actions to meet these goals; and outline the evaluation tools that will be used to measure the project’s success.</p> <p>Eligible areas of focus include: administration, governance and board development, financial management, revenue generation/diversification, strategic planning, marketing, outreach and/or audience development, accessibility for artists/audiences with disabilities, and volunteer or human resource management.</p> <p>While these grants aim to build organizational capacity, they do not replace multi-year 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 those disciplinary sections.</p>

Designated Applicant Groups	<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. Mixed racial descent refers to an individual with different ethnic backgrounds, who belongs to at least one of these racial groups), and • engage in culturally diverse artistic practices (practices that explore and represent the expressions, perspectives and experiences of culturally diverse artists or that 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 or mental illnesses, and/or • engage in disability arts or mad arts (artistic practices that explore and/or represent the expressions, perspectives and lived experiences of people with disabilities and/or with mental illnesses). <p>Designated applicant groups may work with populations with multiple or overlapping identities that are not mutually exclusive. For instance, culturally-diverse, Deaf or disability arts organizations frequently serve other equity-seeking groups such as Aboriginal people, women, lesbian, gay, bisexual and transgender communities, language 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 applicant groups.</p>
Eligibility	<p>Note that meeting the eligibility criteria does not guarantee that you will receive a grant.</p> <p>Types of eligible applicants</p> <p>You must be a Canadian professional arts organization that has received previous funding and is described as one of the following:</p> <p>A registered, non-profit arts organization that:</p> <ul style="list-style-type: none"> • has been incorporated as a non-profit organization for at least two years before the deadline date • operates under a volunteer board of directors • has professional artists as its artistic leaders and core members • pays artists' fees, distribution or dissemination rights to all arts professionals involved • demonstrates a sustained commitment to the creation, production, dissemination, distribution or collection of art • has had at least two public presentations in a professional context before the program deadline.

<p>Eligibility (continued)</p>	<p>A publishing house that operates under industry regulations and:</p> <ul style="list-style-type: none"> • has its head office in Canada, maintains editorial control in Canada and is at least 75% Canadian-owned • maintains full control over editorial processes • has book publishing as its primary activity. <p>A professional music ensemble or group that:</p> <ul style="list-style-type: none"> • has a minimum of one year of regular professional public presentation experience • is composed of professional Canadian musicians, each with a minimum of three years of regular professional public presentations experience. <p>An artists' collective that:</p> <ul style="list-style-type: none"> • has operated with the same core artistic membership for at least two years of ongoing activity before the application deadline • has had at least two public presentations in a professional context that have received professional recognition from artists working in the same disciplines, genres or traditions. <p>Professional context</p> <p>This program recognizes that the designated applicant groups may have different professional contexts and alternative organizational structures, especially Deaf and disability arts organizations. (For example, organizations may present their work at community-based venues or work with support staff such as interpreters and personal attendants.)</p> <p>Previous funding</p> <p>Applicants must demonstrate that the artistic merit of the organization has been assessed in the past five years.</p> <p>Culturally diverse arts organizations must have received the following funding through peer assessment:</p> <ul style="list-style-type: none"> • two Canada Council project grants or annual or multi-year grants, or • an operating grant from a provincial, territorial or municipal arts funder, or • three project grants from provincial, territorial or municipal arts funders.
---	--

Eligibility (continued)	<p>Deaf and disability arts organizations must have received the following support through peer assessment:</p> <ul style="list-style-type: none"> • one Canada Council project grant or annual or multi-year grant, or • one project grant or operating support from a provincial, territorial or municipal arts funder. <p>Please note that if peer assessment is not available in your area, check with the Equity Office before the deadline date to see if other arrangements for a peer review of your work may be arranged to determine your eligibility.</p> <p>Commitment to designated communities</p> <p>Your mandate and the majority of your activities, artistic content, and financial and human resources must be dedicated to culturally diverse, Deaf and/or disability arts communities, and specifically to:</p> <ul style="list-style-type: none"> • creating, promoting or supporting the artistic practices of these communities • employing and developing artists, artistic leaders, creative contributors and/or staff from these communities • providing audiences from these communities with access to the, and/or • advancing the artistic development of these communities. <p>Restrictions:</p> <ul style="list-style-type: none"> • Applicants may submit only one application per deadline, but may re-apply the following year with a different project. • Organizations currently receiving consolidated or multi-year capacity building grants from the Canada Council are not eligible. • An applicant may apply to and receive funding from either this program or the Aboriginal Arts Office's Capacity Building Program, but not both. • Organizations with a primary mandate related to education, training, or community service are not eligible.
Grant Amount	<p>Amount available</p> <p>The maximum grant amount that your organization can receive is \$20,000. Generally, the maximum amount is \$15,000 but organizations may be awarded up to \$20,000 to cover access costs or accommodate disability-related barriers.</p> <p>Please note that:</p> <ul style="list-style-type: none"> • successful applicants may not receive the full amount requested • funding through this program is strictly project-based • successful applicants are not guaranteed funding in future competitions.

Grant Amount (continued)	<p>These grants cannot be used to fund activities that occurred before this program deadline.</p> <p>Eligible expenses</p> <p>You may use grant funds from this program to cover the direct costs of projects that strengthen or enhance specific areas of your organization, including:</p> <ul style="list-style-type: none"> • general management and administration • human resource management • leadership, governance and board development • financial management • revenue generation and/or diversification • outreach, marketing and audience development • strategic planning • volunteer management • accessibility for people with disabilities • professional development of staff. <p>Examples of eligible expenses are:</p> <ul style="list-style-type: none"> • salaries, honoraria and professional fees directly related to the development and execution of the project, including fees for project coordinators and specialists <p>You may request funds to extend the hours or offset salaries of existing staff members working on the proposed project. However, you must indicate the added responsibilities in the project description.</p> <ul style="list-style-type: none"> • project costs supporting activities such as information technology and website development for implementing bookkeeping and financial management systems, outreach, audience development, community building and communications strategies, marketing, fundraising and publicity. • access support costs such as sign language interpretation, attendant care, accessible transportation, adaptive equipment and related training costs to ensure the inclusion of staff, artists and/or audiences who are Deaf and/or have disabilities (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.)
-------------------------------------	--

Grant Amount (continued)	Ineligible expenses <p>Examples of ineligible expenses are:</p> <ul style="list-style-type: none"> • expenses covered by another program of the Canada Council • artists' fees and production costs • commissioning fees • networking and travel costs (see other arts disciplines or Equity programs) • touring and dissemination costs, such as accommodation 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 elimination costs • artistic mentorship costs (see grants to professional artists programs in specific arts disciplines) • venue, space or equipment rentals for programming • office rental.
Assessment of Applications	Assessment process <p>Peer evaluation is fundamental to the Canada Council's decision-making process. Eligible applications will be evaluated by a multidisciplinary peer assessment committee composed of experienced individuals who are recognized as arts professionals by their peers. Committee members will also be selected with consideration to fair representation of artistic specializations, gender, generations, Canada's two official languages, Aboriginal peoples, 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>All peer assessment committee recommendations are final.</p> <p>For further information on this subject, please see "Peer Assessment: How the Council Makes its Decisions", posted on the Canada Council's website.</p> Assessment criteria <p>Decisions will be based on the general merit of your application, compared with that of all other eligible applications in this national competition and on 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>

Assessment of Applications (continued)	<p>The committee will base its review of applications on the program objectives and the weighted assessment criteria listed below (the relative importance of each criterion is shown in brackets):</p> <p>The merit, clarity and rigour of your proposed project, (30%) as demonstrated by:</p> <ul style="list-style-type: none"> • how it responds to your stated challenges and goals • the quality of the proposed strategies, actions and evaluation tools • the pertinence and potential impact of the project in developing or strengthening your organization’s capacity and/or infrastructure. <p>Your organization’s past and potential ability to impact the culturally diverse, Deaf, and/or disability arts community(ies), (40%) as demonstrated by:</p> <ul style="list-style-type: none"> • the opportunities you offer to artists and arts professionals from the designated communities • your contribution to advancing the artistic practices of these groups • your effectiveness in building and connecting with diverse audiences, readers or visitors. <p>Your organization’s ability to carry out the project (30%), as demonstrated by:</p> <ul style="list-style-type: none"> • your organization’s past achievements • the expertise of the personnel involved and the presence of an appropriate administrative infrastructure to support the project • a reasonable budget. <p>When recommending grant amounts, the peer assessment committee will also consider the following:</p> <ul style="list-style-type: none"> • the degree of equity-related challenges or barriers your organization faces fulfilling its artistic objectives and building organizational capacity. (Barriers may be regional, cultural or linguistic, or related to disabilities, disciplinary-specific factors or rarity of artistic practices) • the scope and volume of your organization’s activities (for example, year-round activities versus those occurring every two years), and the scale of the proposed project • your organization’s previous success with Equity Office funding. <p>Priorities for funding</p> <p>After the applications have been assessed as described above, the assessment committee will place the applications in order of priority.</p> <p>Where there are projects of equal merit and there are limited funds, the committee will give priority to:</p> <ul style="list-style-type: none"> • applicant organizations that are led by individuals who are culturally diverse, Deaf and /or have disabilities (as indicated in the leadership section of the eligibility evaluation tool – Part B2) • first-time applicants or those that have not received significant funding from the Equity Office in the past • applicants engaged in rare artistic practices • applicants from under-represented regions and demographic groups within the context of the competition.
---	--

IMPORTANT INFORMATION

Processing the Application	<p>Application preparation</p> <ul style="list-style-type: none">• Applications must be submitted in written English or written French• You are responsible for providing all the information and support material requested.• The Canada Council will make decisions about your eligibility based on the information you provide in your application.• Submit only the material requested. Extra material will not be shown to the peer assessment committee.• It is important to inform the Canada Council of any changes to your contact details. <p>Format and layout</p> <p>For paper submissions, the documents requested and the application form must be submitted:</p> <ul style="list-style-type: none">• printed on one side only• on separate sheets of white paper (letter format, 8½ x 11 inches)• with a black font size of 12 points or larger• with paper clips (documents cannot be bound, placed under plastic or stapled). <p>Avoid unusual formatting as it can make documents hard to read.</p> <p>Application and final report access support</p> <p>If you must pay for access support services (such as transcription, sign language interpretation, etc.) to submit these documents, the Canada Council may contribute towards these costs. The Canada Council will pay the supplier of these services directly. You must contact the Equity Office to discuss specific arrangements before paying for such services.</p> <p>Acknowledgement of receipt</p> <p>The Canada Council for the Arts will send you a notice acknowledging that your 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 result of your application approximately four months after the application deadline. The Canada Council does not release results by telephone or email.</p>
-----------------------------------	--

Personal Information	<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 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.</p> <p>The Canada Council 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>
Grant Terms and Conditions	<p>Before you apply for a grant, please note that all overdue final reports for Canada Council grants must be submitted and approved before your organization is eligible to apply for another Canada Council grant.</p> <p>If your application is successful, the terms and conditions will be outlined in the grant notification letter. These are some of the conditions:</p> <p>Grant payment</p> <p>The Canada Council will send you the grant money after it has received your grant acknowledgement form and after you have satisfied any conditions that are provided with your grant notification letter.</p> <p>Changes to proposed activities</p> <p>You must notify the Canada Council immediately if you cannot use part or all of the grant during the period stated in your application or if you decide not to carry out your proposed activities.</p> <p>The program officer must approve any changes to your funded activities (for example, changes in the activity budget, to key personnel, or to the start or end date) before you carry them out.</p> <p>Expiry date of the grant</p> <p>The grant funds will be available to complete your project/activity/work for three years following the competition deadline date that you apply to. The end of this three-year period is the expiry date of your grant.</p> <p>If you require an extension to the expiry date, please contact the appropriate Canada Council program officer, in writing. Otherwise, the Canada Council will cancel the part of your grant that has not been paid to you by the expiry date, or you may be required to return a portion of the grant you have already received.</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>Final report</p> <p>You will be required to submit a final report on how you used the grant by the date identified in your grant notification letter.</p>

GLOSSARY

The terms listed below apply specifically to the Equity Office's programs.

Commission

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

Creation/production

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

Cultural diversity and culturally diverse

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 contributions and participation of all peoples, particularly marginalized people, have equal value and benefit the society at large.

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.

Deaf culture and hearing loss

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.

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.

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.

Disability arts

Disability arts are created by people with disabilities or mental illness. This includes artistic practices and processes grounded in ensuring that the lived experiences and identities of disabled people are conveyed, explored or represented. This typically means that disabled artists are directors, creators, or main contributors to the artistic process.

Disciplinary sections

A grouping of administrative units within the Canada Council for the Arts that provide grant programs, services and administer 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 artwork to the public. This includes exhibition, touring, the circulation of exhibitions, the promotion and distribution of artwork and literature, extension services and library and resource centre activities.

Impairment and disability

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 varies greatly.

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.

Mad Arts

The Canada Council recognizes Mad Arts within the overall Disability Arts Sector.

Mad is framed as a social and political identity by people who have been labelled mentally ill or as having mental health issues. Rather than focusing on awareness and coping with stigma, Mad Pride focuses on expressing the unique ways people experience the world in terms of making meaning, developing community and creating culture. Mad Arts is the artistic exploration of Mad Pride focusing on mad histories and identities.

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), also known as an apprenticeship. The mentorship can include exchanges, knowledge sharing and/or collaborations that result in benefits for both or all parties.

Peer assessment

An evaluation mechanism and principle of peer review according to which most of Canada Council's funding decisions are made. The Canada Council's commitment to peer assessment is based on the belief that decisions about which artists or arts organizations receive support should be made by their peers. Peer assessment committees can be discipline-specific or multidisciplinary.

For more information please refer to:

<http://canadacouncil.ca/en/council/grants/how-the-council-makes-its-decisions>

Racialized group

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 on physical traits.

Systemic barriers

Barriers within the system, embedded 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 performing artists to further disseminate art and increase artistic expertise.



Cultivate: Organizational Development Project Grants

The information that you provide on this page will not be submitted to the peer assessment committee.

IDENTIFICATION OF APPLICANT			
Name of applicant (legal name of organization, registered name if incorporated.) For this program, the term “organization” includes publishing houses, music ensembles or groups and artists’ collectives):			
Permanent address of applicant:		Mailing address (if different from permanent address):	
Street address and apartment or suite number		Street address and apartment or suite number	
City		City	
Province or territory	Postal code	Province or territory	Postal code
Telephone	Fax	Telephone	Fax
Email	Website		
DECLARATION			
We prefer to communicate with the Canada Council in: (check all that apply)			
<input type="checkbox"/> Spoken English <input type="checkbox"/> Spoken French <input type="checkbox"/> Written English <input type="checkbox"/> Written French <input type="checkbox"/> ASL <input type="checkbox"/> LSQ			
For your organization to be eligible for consideration, you must sign below to confirm your agreement with all of the following statements.			
As the representatives of the applicant organization:			
<ul style="list-style-type: none"> • we have carefully read the eligibility criteria for this program, which are described in the application guidelines, and we confirm that the organization we represent meets these criteria. • we understand that the organization we represent is not eligible to apply to this program until any of its overdue final reports for Canada Council grants have been submitted and approved. • we accept the conditions of this program and agree to abide by the Canada Council’s decision. • we will act as the representatives of the organization, and will keep other participants informed of the contents and outcome of this application. • we are aware that the Canada Council is subject to the Access to Information Act and Privacy Act, as described in the application guidelines. 			
I confirm that the statements in this application are complete and accurate, to the best of my knowledge.			
Name and position of organization’s primary representative		Signature (an original signature is required)	
Name and position of organization’s alternative representative (board member, artistic leader or staff)		Signature (an original signature is required)	



Cultivate: Organizational Development Project Grants

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

- The Canada Council for the Arts requires only one copy of your application form.
- Do not bind your completed application form.
- If you are completing your form on a computer, use the following format.

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 (maximum of \$20,000:

\$ _____

Please determine the amount of your grant request based on the scale of your organizational development project and the eligible expenses described in the program guidelines.

Project dates:

From _____ to _____
(day/month/year) (day/month/year)

The grant period must begin after the program deadline.

Brief project description (10 to 15 words):

PART A3 – OTHER GRANT SUPPORT

Check the appropriate box(es) below to indicate the Canada Council disciplinary section(s) and office(s) that have previously provided or currently provide grants to your organization:

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

Check the appropriate box(es) below to indicate the type and total number of grant(s) your organization has received in the past five years:

Canada Council for the Arts

- ☐ Project grants ☐ Annual grants ☐ Multi-year grants

Total number of grants received: _____

Note: Organizations currently receiving Canada Council consolidated or multi-year capacity building support are not eligible to apply.

Provincial or territorial arts funders

- ☐ Project funding ☐ Annual operating funding ☐ Multi-year operating funding

Total number of grants received: _____

Municipal arts funders

- ☐ Project funding ☐ Annual operating funding ☐ Multi-year operating funding

Total number of grants received: _____

Culturally diverse arts organizations that have not received two Canada Council project grants in the past five years and **Deaf and disability arts organizations** that have not received Canada Council funding in the past five years must provide letters confirming financial support from provincial, territorial or municipal arts funders.

PART B1 – ELIGIBILITY EVALUATION TOOL: GENERAL GUIDELINES

The Canada Council recognizes diverse arts communities and practices. However, to address infrastructural gaps and access issues in the arts ecology, 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 your organization to indicate its commitment to marginalized artistic practices and representation of individuals from the designated communities. Please note that your organization's mandate, its major artistic activities and the community(ies) benefiting from your work are key factors in determining eligibility.

In Part B2, estimate the percentage of individuals and artistic practices from the designated groups currently in your organization. Use the example in Part B3 as a guide.

PART B2 – ELIGIBILITY EVALUATION TOOL		
Eligibility criteria	Content	Representation of designated communities (%)
Mandate (your organization's main purpose)		
Major artistic activities including creation, production, presentation, exhibition, publication, professional development, mentorship, etc.		
Community(ies) (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)		
Leadership (key representatives of your organization who report to the board, if this applies)		
Staff and artists		
Board (if this applies)		
AVERAGE		

PART B3 – EXAMPLE		
Eligibility criteria	Content	Representation of designated communities (%)
Mandate	<p>The Open Gallery was created to support multidisciplinary contemporary art that encourages reflection on cultural intersections, marginalization and history.</p> <p>We present programs that reflect the cultural diversity of Canada's populations and create a space to explore the discourse of art practice in relation to notions of difference based on ethnicity, culture, language, race and abilities.</p>	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, including the role of non-verbal and sign languages (25%) 	Calculation: $25 + 50 + 100 + 25 = 200 / 4 = 50$
Community(ies)	We are an artist-run centre with a diverse and inclusive membership. We don't ask our members to identify themselves according to race, ethnicity, or abilities, but more than half the members, volunteers, workshop participants, project partners and visitors appear to be from the Asian-Canadian, Latin- American and African-Canadian communities – 60% is a conservative estimate.	60
Leadership	<ul style="list-style-type: none"> • Artistic Coordinator – Bi-racial (African and French-Canadian) • Administrative Coordinator – European-Canadian 	50
Staff and artists	<p>We have a five-member staff; two are full time and three are part time. Of these, one self-identifies as being Latin American, one as Asian-Canadian and one self-identifies as being Deaf.</p> <p>Roughly 50% of exhibiting artists are culturally diverse or have disabilities.</p>	Calculation: $3/5 = 60$ $60 + 50 = 110 / 2 = 55$
Board (if this applies)	A 10-member board; two members self-identify as being Asian Canadian, two as African Canadian and two other members identify as having disabilities.	60
AVERAGE		(Total of all percentages divided by 6) $100 + 50 + 60 + 50 + 55 + 60 = 375 / 6 = 62.8 = 63$

PART C – PROFILE OF APPLICANT

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

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

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

Profile of your organization

Provide a brief profile of your organization, including:

- the mandate and mission statement
- a short description of your organization's artistic activities, including past achievements, key activities from the past year, the number of arts professionals involved and the approximate size of the audience/public
- a list of board members, if this applies (with names, titles and lengths of terms)
- the current administrative structure, including a list of staff positions (with names, titles and roles, and the number of paid or volunteer hours worked per week or month).

Impact on designated communities

- Describe your organization's past and potential impact on the culturally diverse, Deaf and/or disability arts community(ies), including the opportunities you offer to the designated artists and arts professionals, your contribution to advancing their artistic practices, and your effectiveness in building and connecting with diverse audiences, readers or visitors
- Describe how artists with and without disabilities work together through your organization, if this applies, and how artists with disabilities are actively engaged in the creative and decision-making process.

Equity-related challenges

- Describe any equity-related challenges or barriers your organization faces in realizing its artistic objectives and in building organizational capacity. Barriers may be regional, cultural or linguistic, or related to disabilities, disciplinary-specific factors or rarity of artistic practices.

PART D – DETAILED PROJECT DESCRIPTION AND CONTRIBUTORS

Describe your proposed organizational development project and the project contributors, by addressing the following points (maximum of **six pages** for Part D):

Detailed project description

Please describe:

- the challenges your organization is currently facing that led you to do this project
- the focus of your proposed organizational development project (for example, revenue generation, audience development, administration, governance, financial management, etc.)
- why you have chosen to concentrate on this particular area over others
- the specific goals and desired outcomes of the project (for example, “increase our private support by 30% over the next two years”)
- the strategies for achieving these goals and the specific actions/activities that you will carry out over the course of your project
- the evaluation tools or processes you will use to measure the project’s success
- any other key logistical details, such as timeline, location, project partners, etc.

Contributors

- Provide a one-paragraph biography for each of the key personnel working on the project, (including any external specialists) indicating their role in the project.
- If the personnel working on the project are already employed by your organization, indicate whether their work hours will be extended and describe their added responsibilities. For full-time employees, indicate what steps have been taken to make sure these individuals will have enough time to work on this project in addition to their regular duties.

PART E1 – FINANCIAL INFORMATION**Global budget for arts organizations**

- Use the “Global budget for arts organizations” form (in Excel format) to provide your organization’s past and projected financial information, filling out **all columns**. This form is posted on the web page for this program.
- Attach detailed notes to the budget form to explain significant increases or decreases from year to year (for example, growth or losses), if this applies.
- 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 breakdown in your budget notes.
- Follow the definitions provided in the form.

Note: If your organization has already submitted financial information to CADAC you can submit the CADAC “Financial Form for Arts Organizations” (paper copy) instead of the “Global budget for arts organizations”.

Project budget

Please provide an itemized list of revenues and expenses for the organizational development project (using Part E2 of this form). Be sure that the items in the budgets match the organizational development activities indicated in Part D.

Financial statements

If your organization produces audited financial statements, submit a copy of your most recent statements. Otherwise, submit a review engagement or an internally prepared financial statement.

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

Deficit reduction plan

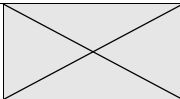
If your organization has a **deficit of more than 10%** of its annual budget, include a deficit reduction plan.

PART E2 – PROJECT BUDGETPlease provide expenses and revenues for your **organizational development project**.**EXPENSES**

	Total expenses	Expenses requested from this program
Salaries, honoraria and professional fees (provide a breakdown of positions):	\$	\$
Project costs (provide details):	\$	\$
Access costs (for example, for sign language interpretation, attendant care accessible and adaptive equipment, and/or transportation – provide details):	\$	\$
Total expenses	\$	\$
		Maximum of \$20,000
Total expenses must equal total revenues from Confirmed plus Pending column.		

NAME OF APPLICANT: _____

Cultivate: Organizational Development Project Grants / 9

REVENUES			
	Confirmed	Pending	Confirmed plus Pending
Public funds			
Canada Council grant requested from this program		\$	\$
Other Canada Council grants (provide details):	\$	\$	\$
Federal grants (provide details):	\$	\$	\$
Provincial or territorial grants (provide details):	\$	\$	\$
Municipal grants (provide details):	\$	\$	\$
Private funds			
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	\$	\$	\$

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 (digital images, CDs, DVDs, posters, manuscripts or catalogues, etc.). 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 to determine eligibility)
- ☐ Part B2 – Eligibility evaluation tool
- ☐ Part C – Profile of applicant (maximum of **four pages**)
- ☐ Part D – Detailed project description and biographies of project contributors (maximum of **six pages**)
- Part E1 – Financial information: General guidelines
 - ☐ “Global budget for arts organizations form **or** the CADAC “Financial Form for Arts Organizations”
 - ☐ Audited financial statement, review engagement **or** internally prepared financial statement (see instructions in Part D1)
 - ☐ Deficit reduction plan (if your organization has a deficit over 10%)
- ☐ Part E2 – Completed project budget

Submit your application to:

Equity Office

Canada Council for the Arts
150 Elgin, P.O. Box 1047
Ottawa, ON K1P 5V8