



Canada Council  
for the Arts

Conseil des Arts  
du Canada

### Supplementary Operating Funds Initiative

Follow these <b>three steps</b> to apply for a Canada Council for the Arts supplementary operating grant:	
<b>Step 1</b>	Read the <b>Program Guidelines</b> for details about the purpose of the program, who and what is eligible, grant amount, application assessment process and criteria, etc.
<b>Step 2</b>	Read the <b>Important Information for Applicants</b> section. If you still have questions or are confused about the program or the application process, go to the Canada Council website or contact the person indicated below.
<b>Step 3</b>	Complete all sections of the attached <b>application form</b> , and be sure to use the <b>Checklist</b> (Part E) to confirm that you have completed all sections of the form.

### Deadline

**15 December 2006**

Your completed application must be postmarked on or before the deadline date.

The Canada Council will not accept applications postmarked after the deadline date, incomplete applications, or those submitted by fax or email. You will not be contacted if your application is incomplete or late.

### Further Information

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

Telephone: 1-800-263-5588 (toll-free) or 613-566-4414, and enter the appropriate extension number

### Arts Division Program Officers:

Dance Section: Mark Shaub, ext. 4693

Email: mark.shaub@canadacouncil.ca

Inter-Arts Office: Claude Schryer, ext. 4204

Email: claudeschryer@canadacouncil.ca

Media Arts Section: Kelly Langgard, ext. 4692

Email: kelly.langgard@canadacouncil.ca

Music Section: Angela Birdsell, ext. 4696

Email: angela.birdsell@canadacouncil.ca

Theatre Section: Diane Miljours, ext. 4683

Email: diane.miljours@canadacouncil.ca

Visual Arts Section - for Art Museums and Public Galleries: Doug Sigurdson, ext. 4685

Email: doug.sigurdson@canadacouncil.ca

Visual Arts Section - for Artist-Run Centres: Sue-Ellen Gerritsen, ext. 4677

Email: sue-ellen.gerritsen@canadacouncil.ca

Writing and Publishing Section:

Email:

Joanne Larocque-Poirier, ext. 4681

joanne.larocque-poirier@canadacouncil.ca

Fax: 613-566-4428

November 2006 / ADG1E 11-06



## STEP 1 – PROGRAM GUIDELINES

<p><b>Program Description</b></p>	<p>The Supplementary Operating Funds Initiative provides additional financial support, over a two-year period, to arts organizations that currently receive multi-year or annual operating grants from the Canada Council for the Arts.</p> <p>The objective of this initiative is to strengthen the existing capacity of arts organizations and to provide them with tools to enhance their ability to reach their artistic, audience development and administrative objectives.</p>
<p><b>Eligibility</b></p>	<p><b>Eligible Applicants</b></p> <p>Only organizations currently receiving multi-year or annual operating support from the Canada Council for the Arts are eligible to apply for funding under this initiative.</p> <p>Organizations that are currently receiving multi-year or annual operating support from more than one disciplinary section may present an application to both disciplinary sections.</p> <p><b>Eligible Uses of Supplementary Funds</b></p> <p>The uses proposed in the grant application for the supplementary funds must advance or develop your organization’s strength in artistic programming, audience development and/or administration, and enhance your organization’s ability to achieve its artistic, audience development or administrative goals in a way that can be clearly measured and/or documented over a two-year period.</p>
<p><b>Grant Amount</b></p>	<p>The Supplementary Operating Funds Initiative offers no set minimum or maximum amounts. However, the <u>total</u> amount expected to be allocated over a two-year period (\$33 million) represents approximately 45 percent of the Council’s current <u>annual</u> operating grant budget (\$73.7 million). Because the funds will be allocated on a competitive basis, some organizations will receive more than this percentage, and others will receive less. Depending on the circumstances, some organizations may receive no supplementary funding at all. We recommend that the financial pages of your application reflect realistic projections for revenues from the Canada Council and from other sources. Please note that peer assessment committees cannot recommend more than the requested amount.</p> <p><b>Eligible Expenses</b></p> <p>All expenses that are accepted under the conditions of your operating grant are eligible. The following costs are not eligible:</p> <ul style="list-style-type: none"> <li>• major capital, equipment (with the exception of Visual Arts and Media Arts organizations) and/or leasehold expenses</li> <li>• the cost of reducing or eliminating your organization’s deficit, and</li> <li>• financial contributions to endowments and other special funds.</li> </ul>

<p><b>Assessment of Applications</b></p>	<p><b>Assessment Process</b></p> <p>A peer assessment committee, chosen from within your artistic discipline, will evaluate the applications. Canada Council Program Officers will also provide information about previous assessments, growth statistics, and the context in which the applicants carry out their activities.</p> <p>The peer assessment committee will be composed of professionals with experience in your artistic discipline and knowledge of arts management. Committee members will also be chosen to ensure fair representation of artistic specializations, size and scope of organization, gender, cultural and regional diversity, and Canada’s two official languages. Members of the peer assessment committees will be selected from both within Canada and abroad.</p> <p><b>Assessment Criteria</b></p> <p><i>All Applications</i></p> <p>The peer assessment committee will evaluate your application based on the following:</p> <ul style="list-style-type: none"> <li>• clarity and pertinence of the proposed uses of the supplementary funds</li> <li>• impact of the proposal on furthering the organization’s artistic potential, its mandate and evolution as well as on its audiences and the public</li> <li>• viability of the proposal, and</li> <li>• potential outcomes, and how those outcomes will be measured and/or documented.</li> </ul> <p><b>Note:</b> The examples provided in the application form serve as illustrations of possible eligible proposals. <b>These examples in no way reflect preferred uses of supplementary funds or an increased possibility for successful assessment by the peer assessment committee. The Canada Council for the Arts will not be held responsible for the success or failure of applications based on their similarities to these examples.</b></p>
--	---

## STEP 2 – IMPORTANT INFORMATION FOR APPLICANTS AND FREQUENTLY ASKED QUESTIONS

### **What are the possibilities of having supplementary operating funding provided after the initial two-year period?**

The 2 May 2006, federal budget announced a total of \$50 million in new funds for the 2006–2007 and 2007–2008 fiscal years only. There is no assurance of additional funding beyond that period.

### **Does the fact that my organization currently receives operating funding from the Canada Council guarantee that my application will be successful?**

All applications will be assessed in a competitive context, and not all applications will receive a grant. The Canada Council wishes to invest the funds where it can be demonstrated they will have the strongest positive impact.

### **Your guidelines and the application form speak of “uses” or “proposals.” Do such uses include ad hoc or special projects?**

New initiatives can be eligible if they strengthen or enhance the overall operations of arts organizations and do not create a funding dependency after the two-year period. The intended purpose of the supplementary funds, however, is about doing better, and not necessarily more.

### **Are proposals that started before the deadline date eligible for supplementary funding?**

Yes. The proposal can have started, however, it is ineligible for funding if it has been completed before the 15 December 2006 deadline.

### **The application form asks that francophone applicants provide translations of their texts into English. Are these translations mandatory?**

No, translations of applications are not mandatory, since the Canada Council provides peer assessment committees with in-house translations as required. However, organizations taking advantage of this option will have more control over the terminology and content of the translation. Note that the Canada Council will reimburse applicants up to \$200 for their translation costs.

### **May I submit extra support material?**

No. Submit only the completed application. Additional material will not be presented to the assessment committee.

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

The Canada Council will send you, by mail, a notice acknowledging that it has received your application. The Council will send this notice within a week after your application arrives.

**Is personal information protected?**

The Privacy Act protects the personal information of individuals and provides them with a right of access to such information about themselves. Personal information will be maintained in Personal Information Bank CAC PPU 130. All other information may be accessible to others under the Access to Information Act.

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

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

You will receive the results, by letter, in late March 2007. Note that, for privacy reasons, the Canada Council does not release results by telephone or email.

**If my application is successful, when will I receive the grant funds?**

Supplementary grants are intended to be paid in two installments. You will receive the first installment (40 percent of the grant) once you accept the grant and its conditions. Then, pending confirmation of the Canada Council's budget, you will receive the second installment (60 percent of the grant) once the Canada Council receives an interim report on the progress of your proposal and your interim financial report. If, for any reason, the Canada Council does not receive funding for this initiative for the 2007–2008 fiscal year, it reserves the right to not fund certain or any of the successful applications for 2007–2008.

**What are the terms and conditions of grants from this program?**

The terms and conditions of the grant will be specified in the grant notification letter.

## ANSWERS TO ADDITIONAL FREQUENTLY ASKED QUESTIONS ABOUT THE APPLICATION FORM

**On the first page of the form, you ask for the dollar value of the grant request. Do you require this amount per year or the combined amount for the two years?**

Please enter the total amount required to undertake and finish your proposed activities over the entire grant period.

**Part A3 – Declaration asks for three different signatures. Since our organization does not have all these positions, what do we do here?**

The application requires only the original signature(s) of one or more individuals who have full signing authority for your organization.

**Part B – Profile of Organization restricts our description to 1,000 words or two pages. In our previous applications for operating grants, this text has been much longer. How can we provide all this information in two pages?**

Since your request for supplementary funding focuses on a specific aspect of your operation, the Canada Council requires only a snapshot version of your full profile. This information will help the peer assessment committee to see your proposal in the right context.

**Part C – BASIS OF ASSESSMENT requests a statement that includes a one-page workplan. Is this workplan the same as what is asked for in Appendix A – Workplan Summary?**

You need to prepare just one workplan for this application: Appendix A – Workplan Summary presents a synopsis of the statement you write for Part C – BASIS OF ASSESSMENT. Appendix A – Workplan Summary should not be longer than one page. Note that you may include a critical path for your proposal in your statement in Part C if you wish.

**The financial information format for this application is different from those used in previous years. Must we use this new form, or may we submit this information in the previous format?**

We realize that this format is very different from that of previous years. We ask that you complete this new form to the best of your ability, keeping in mind that, for this grant request, financial information provides additional support for your proposal and therefore serves a different function than in an operating grant application.



## Supplementary Operating Funds Initiative

If you are completing the application on a computer, please use the following format.

Type or print in black ink.

The Canada Council for the Arts will not accept applications submitted by fax or email.

CANADA COUNCIL FOR THE ARTS, 350 ALBERT ST., P.O. BOX 1047, OTTAWA ON K1P 5V8

PART A1 – IDENTIFICATION	
Registered/legal name of organization:	Name of grant recipient organization: (and address if different from permanent address)
Permanent address:	
_____	_____
Street and apartment/suite number	Street and apartment/suite number
_____	_____
City	City
_____	_____
Province or territory	Postal code
_____	_____
(_____) _____	(_____) _____
Telephone	Fax
_____	_____
Email	Website
_____	_____
PART A2 – TYPE OF GRANT AND AMOUNT REQUESTED	
Identify the Canada Council Section(s) from which your organization currently receives operating funding:	
<input type="checkbox"/> Dance <input type="checkbox"/> Music <input type="checkbox"/> Theatre <input type="checkbox"/> Writing and Publishing <input type="checkbox"/> Visual Arts <input type="checkbox"/> Media Arts <input type="checkbox"/> Inter-Arts	
Indicate the dollar value of the grant you are requesting (according to the application guidelines):	
\$ _____	
In the space below, describe how you propose to use the supplementary funding requested (in 20 words or less).	
_____	
_____	
_____	

**PART A3 – DECLARATION**

We, the undersigned,

- have read carefully the eligibility criteria for this initiative, which are described in the application guidelines, and confirm that the organization we represent meets these criteria
- accept the conditions of the Supplementary Operating Funds Initiative as outlined in the application guidelines
- agree to abide by the Canada Council for the Arts' decision
- certify that the information contained in this application is accurate and complete, to the best of our knowledge
- are aware that the Canada Council is subject to the Access to Information Act and Privacy Act, as described in the application guidelines, and
- have already sent all overdue final reports for previous Canada Council grants to our organization. We understand that our application will not be eligible if any of our final reports are outstanding.

\_\_\_\_\_  
Chairperson  
Director

\_\_\_\_\_  
Director

\_\_\_\_\_  
General Manager / Administrative

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

**ORIGINAL SIGNATURES ARE REQUIRED**

Date: \_\_\_\_\_



**PART B – PROFILE OF ORGANIZATION**

Please provide the following information in 1,000 or fewer words (approximately two pages), on separate sheets. Address each of the points below. To facilitate processing, print on one side only of white, 8½ x 11 inch paper, with a type size of at least 12 points.

Based on the information in your most recent operating grant application to the Canada Council, describe your organization, as well as the events or activities that have marked its development, by providing the following details:

**A) Factual Information**

- Its legal mandate (if incorporated)
- Its artistic mission statement
- A brief history (include date established, milestones and accomplishments)
- Other relevant information concerning ongoing activities (see application guidelines)
- A description of its structure

**B) Contextual Information**

Elaborate on the particular place and role your organization occupies in your art form, and in the context in which you work. For example, how do you see your organization within the ecology of your discipline in a regional, national and (if applicable) international context?

**PART C – BASIS OF ASSESSMENT**

Please select the area(s) that best reflect your proposed use of supplementary funds to strengthen your organization.

Note: the Canada Council collects this information for statistical purposes only; in the assessment process, no area is considered more important than another.

- Artistic Programming                       Audience Development                       Administration

The following criteria will be used to assess your application within the context of your organization's artistic mission, geographic and artistic environment, and available resources.

- Clarity and pertinence of the proposal
- Impact of the proposed use of supplementary funds on furthering the organization's artistic potential, its mandate and evolution as well as the public and/or audiences
- Viability of the proposal, and
- Potential outcomes and how those outcomes will be measured and/or documented.

**Proposal**

**Your description is in two parts, a statement and a summary.**

**1. Statement**

Please describe your proposed use of supplementary funding in a **maximum of five pages**, including a one-page workplan that indicates the order and timing of any proposed activities. While your submission must be detailed enough to provide the members of the peer assessment committee with the information they need to make informed recommendations, we encourage you to be as concise and focused as possible. Please use a type size of at least 12 points, and print on one side only of white, 8½ x 11 inch paper.

**Include in your statement:**

i. Your objectives/strategies

Why does your organization need the supplementary funds? (Outline the specific challenges and opportunities that your organization is facing, and explain how the supplement will address them.)

ii. The means and resources to reach those objectives

What resources does your organization require in order to achieve its objectives? (Show how the resources necessary to carry out the proposed strategy exceed your organization's current means, and state which resources have been confirmed.)

iii. The anticipated results of those objectives

What impact will the proposed use of the supplementary funds have on your organization? (Describe how the grant will enhance your organization's artistic potential, its mandate or its growth and support the overall operations of your organization. Should your proposal's target be directed on Aboriginal or culturally diverse artists, organizations or audiences, describe the impact on these communities and/or publics.)

iv. How your organization intends to measure and/or document the impact of the funding.

How will your organization document and/or measure the benefits and impact of the supplementary funding? (Tell how you will document the benefits that supplementary funds will have on your organization; elaborate on your plan to document and measure the outcomes over the next two years; and list the indicators you will use to measure and/or document the success of the initiative.)

**PART C – BASIS OF ASSESSMENT-cont'd****2. Summary**

Appendix A – Workplan Summary (see the examples at the end of the application form).

**Note:** The examples provided at the end of this application form serve as illustrations of possible eligible strategies for the use of supplementary funds. **These examples in no way reflect preferred uses of supplementary funds or an increased possibility for successful assessment by the peer assessment committee. The Canada Council for the Arts will not be held responsible for the success or failure of applications based on their similarities to these examples.**

**PART D – FINANCIAL INFORMATION**

Please provide your financial information on the financial pages attached to this application form or, preferably, using the Excel version of these financial pages, available at [www.canadacouncil.ca/grants/](http://www.canadacouncil.ca/grants/). (Please note that if you use the Excel version, you must print the completed pages and submit them with the rest of your application form; you may not submit them electronically.)

The Canada Council for the Arts uses these financial pages for statistical purposes. Therefore, they **are not expected to parallel** your institution's accounting categories.

To aid the Canada Council's data collection process, please **do not delete, add or change any line or category**. When using the line item "Other," please show a single amount and add a broad breakdown in your budget notes. (The Canada Council tries to keep costs shown as "Other" as low as possible. Your breakdown will help us assess if part of the amount should be shifted to another line item.)

**To ensure that the data collection is consistent among all applicants, please adhere to the definitions provided with the financial pages.**

---

**PART E – CHECKLIST**

You must include the following items in the order shown below. A photocopy of this material will be sent to the peer assessment committee members.

Parts A1 and A2: Identification, Type of Grant and Amount Requested

Part A3: Declaration with original signatures

Part B: Profile of Organization

Part C: Basis of Assessment

Part D: Financial Information (using application form pages or Excel version)

Appendix A: Workplan Summary

Please remember to:

Keep a copy of your completed form.

Submit your application by the deadline date.

NAME OF ORGANIZATION:

---

<b>APPENDIX A – WORKPLAN SUMMARY</b>			
<b>Objective/Strategy</b>	<b>Means/Resources</b>	<b>Anticipated Results</b>	<b>Evaluation and Documentation</b>

EXAMPLES OF ELIGIBLE PROPOSALS			
Example for an organization's succession planning			
Objectives/Strategies	Means/Resources	Anticipated Outcome	Evaluation
<p>Create an 18-month term position for an associate general manager. Define the parameters of the position, and hire and develop a senior management professional to assume the responsibilities of "second in command." Hire support staff for this position and provide administrative tools.</p>	<p>Funds to hire an associate general manager and one support staff person each for an 18-month term contract, and to cover additional office space, employment, supplies and computer expenses.</p>	<p>Short-Term Plan: Provides examples of how this position, in freeing up additional time for the general manager to focus energies on other priorities, will benefit the organization, and identifies results to the organization. Provides examples of how the strategy will support organizational continuity, succession planning, and better fundraising. Shows how this strategy will contribute to staff development and management training.</p> <p>Long-Term Plan Addresses issues of training and succession in the arts management field, as well as the sharing of management practices within the field. Shows the long-term benefits to an organization (corporate memory, community links, board and donor relations, increased long-term planning, etc.). Looks at the potential for this strategy to become financially self-sustaining.</p>	<p>Indicates how, at the end of the period, the organization will demonstrate the success of this strategy (its ability to attract and retain higher levels of skilled personnel to the position of general manager, improved staff morale, lower management turnover, higher levels of organizational performance and accountabilities – through granting agencies, reporting, audits, etc.), strengthened governance and oversight, increased fund development, etc., ability to plan artistically and organizationally into the future.</p>

**Note:** The examples serve as models of initiatives your organization might wish to undertake. **These examples in no way reflect preferred activities or an increased possibility for successful assessment by the peer assessment committee. The Canada Council for the Arts will not be held responsible for the success or failure of applications based on their similarities with these examples.**

<b>EXAMPLES OF ELIGIBLE PROPOSALS</b>			
<b>Example for an organization wishing to diversify its audience</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcome</b>	<b>Evaluation</b>
Develop and implement audience diversification plan.	Work with art consultant who has knowledge of diverse communities to develop audience outreach plan, tie-in with marketing strategies.	The organization will have greater knowledge of local communities and greater knowledge of potential partners/collaborators. The organization will have an action plan, tools and strategies to implement.	Measures increased diversity in audience participation and engagement in next two years, compared with previous years.
<b>Example for an organization expanding its membership</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcome</b>	<b>Evaluation</b>
Increase the representation of Aboriginal artists from its community in the organization's membership.	The organization will establish, advertise and hold a competition to provide funds to artists, with funding set aside for three Aboriginal artists.	The community will become aware of the services provided by the organization. Up to three Aboriginal artists will complete their production using the services of the organization	Measures Aboriginal artists' ongoing interest in the organization, as demonstrated by increased membership and/or use of the organization's services.
<b>Example for an organization wishing to establish partnerships</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcome</b>	<b>Evaluation</b>
Develop partnerships with organizations in non-arts sectors, such as health and science.	Work with an advisor who has knowledge of cross-sector partnership development to implement an artistic partnership for cross-sector collaboration.	Increased revenues and collaborative opportunities that will diversify creative activities and outreach strategies for new audiences.	Measures increase in cross-sectoral activity, in collaborations and co-productions, in media profiles and in service enquiries.
<b>Example for an organization wishing to increase its profile and dissemination capacity</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcome</b>	<b>Evaluation</b>
Increase the organization's profile, visibility and audience awareness through the organization's website.	Engage a web marketing manager to implement an online marketing strategy that attracts potential audiences to the organization's website.	Increased awareness of the organization's programming via the website. Website becomes a direct e-commerce and sales channel.	Measures increases in the number of visits to the website, the number of requests for information via the website, and the number of books/tickets sold via the website.

**Note:** The examples serve as models of initiatives your organization might wish to undertake. **These examples in no way reflect preferred activities or an increased possibility for successful assessment by the peer assessment committee. The Canada Council for the Arts will not be held responsible for the success or failure of applications based on their similarities with these examples.**



<b>EXAMPLES OF ELIGIBLE PROPOSALS</b>			
<b>Example for an organization wishing to establish a human resources plan</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcome</b>	<b>Evaluation</b>
Determine human resource requirements in relation to a planned expansion of operations (public programming, education, community outreach and marketing) and appropriate for a small or medium-sized organization.	The organization will obtain expertise in human resource management by contracting with a human resource consultant who will work with the director to measure existing expertise and aptitudes, and determine needs. The director and consultant will monitor developments with regard to new hires and/or the contracting of services, over the period of a year.	The plan for expanded operations is informed, and tailored, by a realistic human resources projection. Operations are expanded to an appropriate scale, at an appropriate pace.	Measures maintenance of the balance of revenues and expenditures, meeting of the organization's operational objectives of its strategic plan, and the degree to which the changes introduced are embraced by staff and contribute to job satisfaction.
<b>Example for an organization wishing to enhance its artistic capacity</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcome</b>	<b>Evaluation</b>
To enhance the quality of artistic production and increase the organization's profile and audience.	The organization will invest additional resources in the development of new work. They will increase the length of the rehearsal/development process and give additional time and resources to designers.	Work that is deeper, more refined and complete in its design and execution, giving an enhanced experience of the art to audiences. This will allow the organization to have a greater impact on its existing audiences and develop new markets. It will give better working conditions to artists engaged. It will enhance the organization's reputation, and could potentially increase dissemination opportunities (festivals/international) and coproduction and collaboration opportunities.	The organization will document additional artistic opportunities discovered and explored in the extended development process. It will document and demonstrate the increased reputation and visibility generated by the enhanced artistic output. It will document increased audience development, dissemination and market development opportunities that result from this enhanced investment in the artistic development as well as any coproduction and collaboration opportunities

**Note:** The examples serve as models of initiatives your organization might wish to undertake. **These examples in no way reflect preferred activities or an increased possibility for successful assessment by the peer assessment committee. The Canada Council for the Arts will not be held responsible for the success or failure of applications based on their similarities with these examples.**

NAME OF ORGANIZATION:

---

<b>EXAMPLES OF ELIGIBLE PROPOSALS</b>			
<b>Example for an organization wishing to enhance artistic capacity</b>			
<b>Objectives/Strategies</b>	<b>Means/Resources</b>	<b>Anticipated Outcomes</b>	<b>Evaluation</b>
To enhance the dance company's artistic capacity.	Through provision of additional work weeks for dancers to extend a creation and (or) rehearsal period.	Extend work weeks for artists, enhance performance readiness and contribute to richer performance experience.	Able to attract and keep quality of dancers required.  Noticeable improvement in: performance /production qualities; critical response; audience response, and/or presenter response

**Note:** The examples serve as models of initiatives your organization might wish to undertake. **These examples in no way reflect preferred activities or an increased possibility for successful assessment by the peer assessment committee. The Canada Council for the Arts will not be held responsible for the success or failure of applications based on their similarities with these examples.**