



**Canada Council
for the Arts**

**Conseil des Arts
du Canada**

MUSIC SECTION

Professional Orchestra Program: Annual Funding

Follow these three steps to apply for a Canada Council for the Arts grant:	
Step 1	Read the Program Guidelines for details about the purpose of the program, who and what is eligible, grant amounts, application assessment process and criteria, etc. Be sure to read the Additional Information for Completing the Application Form section too.
Step 2	Read the Important Information for Applicants section. If you still have questions about the program or the application process, contact the program officer named below.
Step 3	Complete all sections of the attached application form. Be sure to use the checklist (Part H 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

1 February 2012 (annual funding for 2012-13)

The next **multi-year** funding application deadline is February 2014. No multi-year applications will be accepted until this date.

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

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

Further Information

Daniel Swift, Program Officer

Music Section

Canada Council for the Arts

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PROGRAM GUIDELINES

<p>Mandate of the Music Section</p>	<p>The Music Section supports the on-going development of outstanding Canadian artistically driven music, created, performed, produced and disseminated by professional Canadian artists and arts organizations expressing Canadian cultural, creative and intellectual diversity for the benefit of the Canadian and international public.</p>
<p>Program Objectives</p>	<p>Statement</p> <p>Symphony and chamber orchestras have been part of the Canadian musical fabric for more than a century. Deeply rooted in their communities, these organizations provide Canadians with access to the enduring and large core of traditional classical music repertoire, to new works written by foreign and Canadian composers, as well as to musical compositions in a wide variety of genres using symphonic or chamber orchestra instrumentation.</p> <p>As musical resources centers in their local and regional communities, orchestras are of vital importance to the performance and study of classical music, and act as advocates for the arts. They provide performance opportunities and employment to established and emerging musicians, training and development for young artists, educational activities for learners of all ages, professional teachers for private or academic studies, and highly-skilled instrumentalists participating in musical endeavors of various local producers and presenters.</p> <p>While the Canadian orchestral scene runs the gamut from professional organizations to community, youth, school and volunteer-based orchestras, the Canada Council for the Arts supports the professional component of the orchestral field, which is uniquely positioned to provide expert musical resources and engaging performances to the Canadian public.</p> <p>Objectives</p> <ul style="list-style-type: none"> • To recognize and support artistic excellence and achievement in orchestral music. • To advance the creation, development and performance of Canadian works, while promoting the vitality of the international repertoire. • To foster the presence of Canadian creators and performers on the Canadian orchestral stage. • To encourage innovative education and outreach programs that attract and serve new audiences for orchestral music, including young audiences. • To foster mutual understanding, co-operation and collaboration among creators, performers, administrators, audiences of diverse cultural backgrounds, of other disciplines and of artistic forms in development. • To encourage the use of best management practices within the orchestra field. • To stimulate the Canadian public’s interest in, and appreciation of, orchestral music.

<p>Program Description</p>	<p>This program supports the activities of Canadian professional orchestras in their community by contributing financial assistance through Operating Grants or Project Grants.</p> <p>Operating Grants provide ongoing support to the overall activities and organizational structure of orchestras on a multi-year or annual basis.</p> <p>Project Grants assist with selected costs associated with a particular orchestral activity or event taking place in a defined and concentrated period of time.</p> <p>Note: The project funding component of this program has its own guidelines and application form, which are available on the Canada Council’s website.</p>
<p>Eligibility</p>	<p>To be eligible to apply for annual funding, your organization must meet all of the following requirements. It must:</p> <ul style="list-style-type: none"> • be a professional, non-profit Canadian orchestra • have a board of directors in place at the time of application • have completed at least three full years of ongoing local and professional activities • receive significant support from other levels of government, the public and the private sectors • engage professional artistic and administrative personnel, and • demonstrate a significant and strong commitment to Canadian creation/repertoire as part of its ongoing annual programming. <p>First time annual funding applicants</p> <p>To be eligible to apply for annual funding, your organization must have received project grants in each of the last two competitions. It must also meet the basic eligibility criteria described above. The peer assessment committee’s decision to award an annual grant for the first time will be based on your organization’s performance against the assessment criteria (compared with that of all other eligible applicants in a national competition), the ability of your organization to demonstrate that it fulfills a distinctive role within its community, and the availability of funds.</p> <p>Restrictions</p> <p>Please note that orchestras cannot request operating support from more than one Canada Council program. You must consult the Music Section regarding which peer assessment committee may best assess your organization’s activities.</p>

<p>Grant Amount</p>	<p>Grants will be awarded based on a competitive process. A peer assessment committee will recommend the funding priorities and establish the amount of the Canada Council’s contribution to the proposed activities of successful applicants.</p> <p>These grants cannot be used to cover expenses for activities that occurred before this program’s deadline.</p> <p>Peer assessment is a competitive process within which regular adjustments to grant amounts are made. Funding adjustments, increases or decreases, are based on an organization’s performance according to the program objectives and assessment criteria. Adjustments also reflect the funds available and the number of applicants competing for those funds. While an increase to a grant amount does not have a maximum (or up to the maximum grant amount in a program), a decrease as part of the regular peer assessment process for any annual or multi-year competition will not exceed 20%.</p> <p>If your organization is successful in obtaining operating grant funding, it will be subject to the Canada Council Fair Notice to Organizations policy.</p>
<p>CADAC Financial and Statistical Reporting</p>	<p>The Canada Council for the Arts collects financial and statistical information through a national online database called CADAC (Canadian Arts Data / Données sur les arts au Canada). The CADAC website www.thecadac.ca enables arts organizations applying for operating funding from public funders that are partners in CADAC to submit their financial and statistical information in the same format.</p> <p>Arts organizations that apply for an operating grant at the Canada Council for the Arts are required to use the “CADAC Financial Form for Arts Organizations” and the “CADAC Statistical Form for Arts Organizations” to submit the information that is required in Part F of the attached application form. Please go to the CADAC website www.thecadac.ca to access and use these forms. Step-by-step instructions for the process of completing, uploading, and submitting the required information is provided in Part F of the attached application form.</p> <p>Applicants are encouraged to review the following guides at www.thecadac.ca/cms/en/guides.html for useful instructions on how to complete both the CADAC Financial and Statistical Forms.</p> <ul style="list-style-type: none"> • CADAC Financial Form for Arts Organizations: https://www.thecadac.ca/Help/FinancialForms/Eng/Financial%20Form1.html • CADAC Statistical Form for Arts Organizations: https://www.thecadac.ca/cms/en/documents/StatsformguideJune22-2011.pdf

<p>CADAC Financial and Statistical Reporting (continued)</p>	<p>Budget notes</p> <p>The CADAC Financial Form for Arts Organizations allows you to add some annotations to your budget, but on a limited number of categories only. Please provide, when appropriate, detailed notes to clarify any ambiguity that might arise from amalgamated figures, unusual variances, etc. Include these notes on separate sheets and make direct reference to the CADAC Financial Form’s exact line numbers to which your notes apply. Attach these sheets to your application form.</p>
<p>Assessment of Applications</p>	<p>Assessment process</p> <p>The Music Section will review applications for eligibility, based on the published eligibility criteria. A peer assessment committee will then evaluate all eligible applications.</p> <p>Peer evaluation is fundamental to the Canada Council’s decision-making process. Members of peer assessment committees are specialists in the field and may be musicians, artistic and general directors, conductors, composers, administrators, outreach and education specialists, trustees or generalists with a broad knowledge of the orchestral art and milieu in Canada or internationally.</p> <p>Members will also be selected with consideration to fair representation of artistic specializations, gender, generations, Canada’s two official languages, Aboriginal peoples and the cultural and regional diversity of Canada. New committees are formed for each competition.</p> <p>When a large concentration of orchestras exists at the regional/metropolitan level, the peer assessment committee and the Music Section may recommend financial support only to the applicants that, in view of this concentration and with regard to the assessment criteria, prove to be the most competitive.</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>

<p>Assessment of Applications (continued)</p>	<p>Assessment criteria</p> <p>The peer assessment committee will base its review of applications on the program’s objectives and the assessment criteria outlined in this section. These criteria are applied within a national competitive and comparative context and with consideration to each organization’s artistic mandate, geographic and artistic environment, and available resources.</p> <p>Note that the criteria are given different relative weights, which are shown in brackets below.</p> <p>1. Artistic quality (60 percent) (1.1 equals 30 percent, and 1.2 plus 1.3 equals 30 percent)</p> <p>1. Excellence in music performance and quality of programming. The merit of the organization’s artistic goals, including the success with which the orchestra meets them (in other words, the relevance of an orchestra’s programming to its mandate and audience, and the vitality of its artistic direction). (30 percent)</p> <p>1.2 The organization’s commitment and contribution to the development, production and dissemination of Canadian orchestra works. (15 percent)</p> <p>1.3 The organization’s commitment and contribution to the development of Canadian artists, emerging or established. (15 percent)</p> <p>2. Outreach/Dissemination/Community engagement (20 percent)</p> <ul style="list-style-type: none"> • The organization’s leadership role in its community and region (for example, its educational activities, community programs, and artist development activities). • The commitment of the organization to developing and expanding its audiences, and specifically to developing young audiences. • The overall importance of the organization to the cultural wealth of Canada, including its impact on the Canadian orchestral music field and, where this applies, its impact internationally. • The organization’s ability to foster and create partnerships within the community (with other arts organizations, community groups, institutions, etc.) • The ability of the organizations to anticipate, create or respond to new opportunities and to meet community needs and expectations.
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<p>Assessment of Applications (continued)</p>	<p>3. Organizational health (20 percent)</p> <ul style="list-style-type: none"> • Human Resources: The quality and coherence of the organization’s governance, management, and human resources structures and functions. Evidence of a shared vision and understanding among key stakeholders within the organization. • Operations: The quality and effectiveness of administrative operations as they support artistic programming and organizational stability. • Planning: The quality of the organization’s long-range planning and evaluation mechanisms. The ability of the organization to plan for and support artistic growth and risk-taking into the future. • Resources: The quality of the organization’s financial planning and performance. The organization’s ability to manage physical resources, where this applies. <p>Please read the “Additional Information for Completing the Application Form” section for detailed explanations about the assessment criteria.</p>
<p>Fair Notice to Organizations</p>	<p>The Canada Council is committed to a transparent process whereby performance concerns and substantial funding reductions are conveyed to organizations in a timely manner. The Canada Council recognizes the importance of maintaining organizational stability and is dedicated to providing advance notice of adjustments</p> <p>Any grant reduction of more than 20% requires advance notice as per the Canada Council’s Fair Notice Policy and will be applied at the next competition deadline. This policy takes effect when an organization is assessed very poorly against the program objectives and assessment criteria and/or the organization’s activities change and are no longer consistent with the program objectives.</p>
<p>Concerned Status</p>	<p>An organization may be placed on Concerned Status if it is experiencing organizational instability (usually financial or administrative in nature.) This is a tool to monitor organizational health and to stipulate conditions that need to be satisfied in order for an organization to remain competitive in an operating program. An adjustment of not more than 20% to the organization’s grant amount may be made, but it’s also possible that the grant amount will remain the same. The organization will be notified in writing explaining why the Concerned Status applies and how the organization will be monitored.</p>

ADDITIONAL INFORMATION FOR COMPLETING THE APPLICATION FORM

General Information	The presentation of your application and required support material is of critical importance. You need to allow ample time to complete the application form and to organize your support material.
Part C — Structure of Your Organization	Please complete this section or provide a separate sheet showing your board and staff complement. Corporate affiliations are requested for information only. They include organizations of which the applicant is a professional member.
Part D — Basis of Assessment (Statement)	<p>Part D is a very important section of the application. The following paragraphs provide guidelines on the basis of assessment.</p> <p>Format</p> <p>Please limit this section to 10 pages. This page limit does not include the Letter from the Chairperson of your Board (see details below). However, all other letters that might be used as part of the Basis of Assessment section are to be included in the page limit. Use a font size of 12 points or larger and, using one-inch margins, print on one-side only of white, 8 ½ X 11 inch paper. A minimum line spacing of 1.5 is advised. Do not staple or hole-punch the pages. Paper clips are acceptable, however. Colour printing on coloured sheets and (or) in an unusual format makes photocopying difficult; it is therefore preferable to avoid using them.</p> <p>Note that the Canada Council will copy and forward to the peer assessment committee no more than the 10- page maximum allowed for this section.</p> <p>You are not required to submit the full 10 pages allowed. Peer assessment committee members have a large volume of material to read and limited time to discuss each application. It is more important to tell a concise and compelling story of your organization than to focus on volume or nonessential details.</p> <p><u>Letter from the Chairperson of your Board</u></p> <p>As part of your Basis of Assessment description, please attach a two- or three-page letter written and signed by the chairperson of your organization’s board of directors. Remember that the page limit indicated in Part D of the form (10 pages) does not include this letter.</p> <p>As stewards of an arts organization, the members of the board must be fully aware of the organization’s history, raison d’être and future directions. The letter from the chairperson should describe the board’s knowledge of the organization and its view of its stewardship role.</p> <p>As the representative of the board, the chairperson should demonstrate his or her knowledge and understanding of the board’s role in determining the artistic vision and mandate of the organization. The letter must describe the responsibilities of the board in ensuring that this vision is carried forward within the organization and the community.</p>

Part D — Basis of Assessment (Statement) (continued)

Note: Artistic vision should not be confused with programming decisions. Organizations have different ways of describing artistic vision. Generally, it is a compelling interpretation of an organization’s mission and mandate. It is an overarching statement by an organization about the art that it makes, and about the role it plays for audiences and within the community. It can be a strategic direction that is challenging and bold, and envisions the organization’s destination. It is what success will look like, even if, as a fluid concept, it may never be fully realized.

In the letter, the chairperson may describe the board’s role and strategies in the hiring of key personnel, evaluation and succession planning. The letter may describe lines of accountability within your organization (including how well they work) and aspects of governance such as board committee structures, governance policies, mechanisms for board member recruitment, and mechanisms for training and renewal.

The letter should also address the board’s responsibilities in fundraising and development. As well, the chairperson may reflect on her or his leadership role within the organization and the community, and may describe highlights or challenges from the past or current seasons. The chairperson may also address the board’s vision for the organization to move forward, as well as pending initiatives in board development or strategic planning.

Content

There are many ways to tell the story of your organization. It is important to inform the peer assessment committee about your organization’s past achievements, present environment, and future plans.

Past

For example, you may briefly describe how your organization has achieved its objectives over the previous year. You may also identify areas in which it has surpassed its goals or dealt with challenges.

Present

The description of your organization as it is today may include program and activity highlights, artistic achievements, community response, organizational health and current challenges. Describe your organization’s process for planning and responding to challenges, changes and opportunities.

Future

Describe your organization’s goals, strategies and activities for the coming season (2012-13). Where appropriate, describe the rationale for your objectives and your plan for success.

<p>Part D — Basis of Assessment (Statement) (continued)</p>	<p><u>Organization, Presentation and Tone</u></p> <p>Clarity</p> <p>You may organize the material as you wish, using prose, point form, tables or photos. Make sure that your statement can be easily read and understood by the peer assessment committee members. Keep in mind that you are addressing the committee members rather than the Canada Council program officer.</p> <p>You may provide letters from the artistic and administrative directors in your Part D statement. However, these letters, unlike the Chairperson’s Letter, must be included in the 10-page limit allowed for this section.</p> <p>While it is important for your statement to be clear and concise, take into account the three categories of assessment criteria (and their relative weights). It will be impossible to highlight every success of your organization in the space allowed, so focus on major achievements in artistic merit, outreach and community engagement, and organizational health. If you have described specific challenges, be sure to address your organization’s plans to respond to those challenges.</p> <p>Repetition</p> <p>As a general rule, avoid repetition. Since some basic information might have already been stated in Part B of the application (Profile of your Organization), you may, when relevant, want to refer to this material and enrich and (or) complete it rather than repeat it. Duplication can weaken your message.</p> <p>While you may also wish to highlight important programming choices, you should not waste valuable space in this section by listing all programming, since this information is included in the appendices.</p> <p>Tone</p> <p>Ensure that descriptions of proposed plans or projects are supported by solid rationale and evidence of your organization’s ability to carry them out. Avoid statements that are unsubstantiated, reactive or negative.</p> <p>Given the volume of material presented to the peer assessment committee, the clarity, tone and accuracy of your application are very important. Committee members tend to react positively to thoughtful, constructive analysis and to react negatively to vagueness or defensiveness.</p>
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<p>Part D — Basis of Assessment (Statement) (continued)</p>	<p><u>Assessment Criteria</u></p> <p>Be sure to take into account all of the assessment criteria when completing your Part D statement. The assessment criteria are explained in detail below.</p> <p>1. Artistic Quality (60 percent) (1.1 equals 30 percent, and 1.2 plus 1.3 equals 30 percent)</p> <p>1.1. Excellence in music performance and quality of programming. The merit of the organization’s artistic goals, including the success with which the orchestra meets them (in other words, the relevance of an orchestra’s programming to its mandate and audience, and the vitality of its artistic direction). (30 percent)</p> <p>This criterion refers to the artistic quality of production maintained by your orchestra, as demonstrated by the:</p> <ul style="list-style-type: none"> • programming choices that your orchestra makes over a season or a number of seasons. The assessment focuses on how those choices reflect your orchestra’s artistic vision, how much originality and innovation your orchestra demonstrates in its programming choices, and how relevant these choices are to the audiences served and the audiences to be developed • vitality of the artistic direction, including the artistic director’s ability to move the vision of your organization forward, and the artistic director’s understanding (demonstrated through programming choices) of his or her role in furthering your organization’s mission within its community • quality of the audio material submitted with the application. Assessment is based on quality of execution, vitality and interpretation; peer assessors take community and regional context into consideration. Note that live recordings are preferred to commercially released CDs. <p>Make sure that your application clearly describes the artistic mandate and niche of your organization. You should also describe the nature of the audiences served by your organization, and the directions in which you see audiences growing and developing. In view of this analysis, explain how your past and projected programming choices contribute to audience growth, and to improved dynamism and relevancy of your organization’s mandate. An organization’s ability to link such factors demonstrates the vitality of its artistic direction and vision.</p>
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<p>Part D — Basis of Assessment (Statement) (continued)</p>	<p>1.2. The organization’s commitment and contribution to the development, production and dissemination of Canadian orchestra works. (15 percent)</p> <p>This criterion refers to the activities that your orchestra undertakes to support the development and production of Canadian works and to promote this repertoire. This can include premiere presentations of works commissioned and presented by your orchestra, subsequent performances of substantial works drawn from the Canadian orchestra repertoire, programs or activities related to the development of new or existing Canadian orchestra works (such as new music festivals, workshops, composers-in-residence), and other initiatives that advance Canadian creation/repertoire.</p> <p>Indicate clearly which programming choices come from Canadian repertoire (see Appendix A1), and as with all other aspects of programming, explain how the choices relate to your orchestra’s overall vision. Describe your strategies to heighten public appreciation for Canadian repertoire. For development activities, indicate how your orchestra’s creative resources are applied to ensure that these activities produce results.</p> <p>1.3. The organization’s commitment and contribution to the development of Canadian artists, emerging or established. (15 percent)</p> <p>This criterion refers primarily to the contribution that your orchestra makes to the development of Canadian artists (performers, conductors, composers, etc.) as demonstrated by development and training activities such as residencies, mentorships and workshops. It includes opportunities provided for new and emerging artists, culturally diverse groups, etc., as well as work opportunities for professional Canadian soloists and conductors over the course of their careers.</p> <p>Highlight key activities that your orchestra undertakes to achieve this objective. Also indicate what role you see your orchestra playing in contributing to the ongoing development of current and future generations of Canadian soloists and conductors.</p>
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<p>Part D — Basis of Assessment (Statement) (continued)</p>	<p>2. Outreach/Dissemination/Community engagement (20 percent)</p> <ul style="list-style-type: none"> • The organization’s leadership role in its community and region (for example, its educational activities, community programs and artist development activities). • The commitment of the organization to developing and expanding its audiences, and specifically to developing young audiences. • The overall importance of the organization to the cultural wealth of Canada, including its impact on the Canadian orchestral music field and, where this applies, its impact internationally. • The organization’s ability to foster and create partnerships within the community (with other arts organizations, community groups, institutions, etc.) • The ability of the organization to anticipate, create or respond to new opportunities and to meet community needs and expectations. <p>This section refers to the orchestra’s engagement with its present stakeholders, as well as to its initiatives in finding and responding to new or non-traditional audience groups. Outreach refers to contact and dissemination activities, often (although not always) considered to be the activities that take place outside the main concert venue. Assessment will be based on the orchestra’s initiatives to expand its adult audiences, develop young audiences (the audiences of the future), reach diverse demographic groups, and contribute to and advocate for the dissemination of orchestral music and its artists.</p> <p>Here you may describe how you have identified the core audience of your orchestra and the measures you undertake on a regular basis to strengthen and expand that core base of support. You may also outline your strategies (marketing or other, short-term or long-term) to build your audience’s knowledge of and appreciation for Canadian works.</p> <p>The peer assessment committee members evaluate not only the type and frequency of outreach activity, but also the quality of this activity. Indicators of quality may include innovation, creativity, appropriateness, alignment with organizational objectives, or the use of creative partnerships. Your organization’s leadership role in the community will be considered, not only as a responsive entity, but also in creating needs and expectations.</p>
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<p>Part D — Basis of Assessment (Statement) (continued)</p>	<p>3. Organizational Health (20 percent)</p> <ul style="list-style-type: none"> • Human Resources: The quality and coherence of the organization’s governance, management and human resources structures and functions. Evidence of a shared vision and understanding among key stakeholders within the organization. • Operations: The quality and effectiveness of administrative operations as they support artistic programming and organizational stability. • Planning: The quality of the organization’s long-range planning and evaluation mechanisms. The ability of the organization to plan for and support artistic growth and risk-taking into the future. • Resources: The quality of the organization’s financial planning and performance. The organization’s ability to manage physical resources, where this applies. <p>This section refers to how the administrative infrastructure of your organization supports and strengthens its artistic mandate. It also refers to how the administrative infrastructure provides a framework for your organization to manage changes within its financial, economic and geographic environment.</p> <p>The peer assessment committee may consider:</p> <ul style="list-style-type: none"> • the effectiveness of the management and administrative structures, in the context of how they support your organization’s artistic objectives • the effectiveness of your organization’s human resources management, including staffing policies, training, internal communications, and the level of engagement of staff and musicians in your organization’s vision • the strength of governance, including the existence of clear and updated governance policies and procedures (this may include descriptions of roles and responsibilities, lines of accountability, board recruitment, training and renewal) • the demonstration of an understanding of the role of the board both as steward of your organization’s vision and mandate, and in strengthening your organization’s link to the community • the effective allocation of resources to production, marketing and administration, and accurate forecasting of changes to this allocation • the existence of clear and coherent planning tools for project management, program planning and organizational planning, and the use of program evaluation procedures, the diversification of revenue sources, as demonstrated by strategies and achievements
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<p>Part D — Basis of Assessment (Statement) (continued)</p>	<ul style="list-style-type: none"> the financial stability of your organization, as demonstrated by an appropriate balance between expenses and revenues, and the ability to forecast the potential risks associated with a project or with expansion plans; plans for the organization to develop capacity to respond to future contingency or artistic risk. <p>The administrative structure of your organization should be clear to the peer assessment committee. You may describe how the operating budgets are developed, and if your organization has made major changes to its budgeting process, you should provide a rationale for the changes.</p> <p>Explain large discrepancies between past budget projections and actual figures, and describe measures planned to deal with the results and to provide more accurate forecasting in the future.</p> <p><u>Deficit Reduction Plan</u></p> <p>The Music Section takes into consideration temporary financial difficulties that may result from any number of circumstances. However, an organization’s ability to plan for and effectively manage risk is an indicator of organizational health. The Music Section does not encourage poor management of Canada Council funds, particularly if the severity of an accumulated deficit prevents an organization from fully achieving its artistic mandate.</p> <p>The Canada Council considers an accumulated deficit with the following characteristics to be an indicator of financial, organizational or artistic instability:</p> <ul style="list-style-type: none"> the deficit has increased over the past three years, up to the current season, or the deficit equals 20 percent or more of your organization’s revenues and thus negatively affects its artistic vitality. <p>If your organization is in either position, you must provide, in a separate document, an explanation for the deficit and propose a plan to reduce or eliminate it. Your explanation and plan should not exceed two pages. Please note that these pages will not be included in the maximum page count for Part D of the application. Submit this information as an attachment to your Part D statement. The peer assessment committee will carefully examine this document.</p> <p>Supplementary documents that address the deficit (such as a strategic plan or business plan) are not acceptable. Instead, provide an executive summary of any such document, focusing on the deficit reduction plan.</p>
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IMPORTANT INFORMATION FOR APPLICANTS

<p>Processing the Application</p>	<p>Acknowledgement of receipt</p> <p>The Canada Council will send you, by mail, a notice acknowledging that your application has been received. This notice will be sent out shortly after your application has 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 also 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 eligibility for the program. The Canada Council will make eligibility decisions based on the information provided in this application.</p> <p>It is important to inform the Canada Council for the Arts of any changes to contact details.</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>Personal Information</p>	<p>The Privacy Act gives individuals the right to access and request correction of personal information about themselves. The Canada Council will protect personal information as required by the <i>Privacy Act</i>. 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 that any overdue final reports for Canada Council grants must be submitted and approved before you are 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 pay these grants in two instalments each year. The first payment will be sent to you once the Canada Council has received your grant acknowledgement form and after you have satisfied any conditions that are described in your grant notification letter.</p> <p>The Canada Council reserves the right to:</p> <ul style="list-style-type: none"> • Redistribute, delay or suspend payments if the 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 regular reports to the Canada Council and comply with the acknowledgement policy. • Decrease the allocated grant amount at any time if the Canada Council's program budget is reduced; if the organization shows a significant reduction in the artistic quality of its productions or its financial and administrative performance, or if the organization is in significant difficulty and does not follow up on specific recommendations of the peer assessment committee or the Music Section. <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. This report must be submitted by the date identified in your grant notification letter.</p>
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Professional Orchestra Program: Annual Funding

- The Canada Council for the Arts requires only one copy of the application form. Type or print in black ink to make your submission easier to photocopy.
- Do not bind your completed application form (in other words, do not use spiral binding, mount it in plastic, staple it, and so on).
- If you are completing the form on a computer, use the following format.

PART A1 - IDENTIFICATION OF APPLICANT (please inform the Canada Council if your address changes)

Name of applicant (legal name of organization): <hr/>	Name of person completing this application (if same as applicant, please repeat here): <hr/>
Permanent address of applicant: <hr/> Street address and apartment or suite number <hr/> City <hr/> Province or territory Postal code <hr/> Telephone Fax <hr/> Email <hr/> Website	Mailing address (if different from permanent address of applicant): <hr/> Street address and apartment or suite number <hr/> City <hr/> Province or territory Postal code <hr/> Telephone Fax <hr/> Email <hr/> Website

PART A2 – CADAC ID

Please provide your CADAC ID below.

CADAC ID: _____

Note: Go to the CADAC (Canadian Arts Data/Données sur les arts au Canada) website at www.thecadac.ca to register your organization. You will receive your CADAC ID through an email confirmation from CADAC. You must indicate this number above or your application will be considered incomplete.

PART A3 – AMOUNT REQUESTED

Amount requested for 2012-13: \$ _____

Financial year-end (day/month) _____

PART A4 – DECLARATION

In which language do you prefer to communicate with the Canada Council? English French

To be eligible for consideration, you must sign below to confirm your agreement with all of the following statements:

As representatives of the applicant organization:

- We have carefully read the eligibility criteria for this program, which are described in the application guidelines, and confirm that the organization we represent meets the eligibility criteria.
- We understand that the organization that we represent is not eligible to apply to this program until all of its overdue final reports for Canada Council grants have been submitted and approved.
- We accept the conditions of the program and agree to accept the Canada Council’s decision.
- We are aware that the Canada Council is subject to the Access to Information Act and Privacy Act, as described in the application guidelines.

We confirm that the statements in this application are complete and accurate, to the best of our knowledge.

President/ Chairperson

Artistic Director

General Manager/Administrative Director

Signature

Signature

Signature

(ORIGINAL SIGNATURES ARE REQUIRED)

Date

Date

Date

PART B — PROFILE OF YOUR ORGANIZATION

It is your responsibility to provide an up-to-date profile of your organization each time you apply to this program.

Please describe your organization, and the events or activities that have marked its development. Use a maximum of **1,000 words** (approximately **two pages**), on separate sheets and print on one side only of white, 8½ x 11 inch paper, in a font size of 12 points or larger.

Please address the points below:

Factual Information

- The legal mandate of your organization (if it is incorporated).
- The artistic mission statement of your organization.
- A brief history (including date established, milestones and accomplishments).
- Other relevant information concerning ongoing activities such as training programs, touring activities, special initiatives, etc.

Contextual Information

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

PART D — BASIS OF ASSESSMENT (STATEMENT)

This is a very important section of the application. Please consult the “Additional information for completing the application form” section of the program guidelines before completing this section.

Please detail your organization’s past achievements, present environment and future plans. When completing this section, be sure to address the assessment criteria described in the application guidelines. Please note that the peer assessment committee will take into consideration each organization’s artistic mission, geographic and artistic environment, and available resources when applying the assessment criteria.

Please limit this section to **10 pages**. This page limit **does not include** the Letter from the Chairperson of your Board (see details below). However, all **other** letters that might be used as part of the Basis of Assessment (Statement) section are to be included in the page limit. Use a font size of 12 points or larger and, using one-inch margins, print on one-side only of white, 8 ½ X 11 inch paper. A minimum line spacing of 1.5 is advised. Do not staple or hole-punch the pages. **Note that the Canada Council will copy and forward to the peer assessment committee no more than the 10- page maximum allowed for this section.**

You are not required to submit the maximum number of pages allowed. Peer assessment committee members have a large volume of material to read and limited time to discuss each application. It is more important to tell a clear and compelling story of your organization than to focus on volume or non-essential details.

Letter from the Chairperson of your Board

As part of your Basis of Assessment (Statement) description, please attach a two- or three-page letter written and signed by the chairperson of your organization’s board of directors. See the **Additional information for completing the application form** section of the guidelines for details on what should be covered in the letter. Remember that the page limit indicated in Part D of the form (**10 pages**) does not include this letter.

PART E — SUMMARY OF MAJOR ACTIVITIES

All appendices attached to this form are an essential part of your application. They must be completed and submitted with your application.

Carefully follow the directions concerning the information required for each season.

Appendix A1 – Canadian Repertoire and Performers

Photocopy Appendix A1 as needed, and **indicate at the top of each sheet the season to which the information applies**. Provide a list of programs/series in Appendix A1 for the current season (2011-12) and the next season (2012-13). List all concert series and indicate how many programs there are in each of them. Also, calculate the overall number of works to be performed in each series. Identify the Canadian repertoire and add the requested information (duration of works, premieres and commissions). The last column should include the names of all Canadian soloists and guest artists performing in a given series.

Appendix A2 – Overall Programming

Use Appendix A2 (photocopy as needed, and **indicate at the top of each sheet the season to which the information applies**) or include your own detailed list of repertoire and soloists/guest artists/conductors for the current season and the next season. **Please group your concerts by series**.

Also include brief points on any other programming activities that your organization has planned for each of these seasons.

Appendix A3 – Young Audience Programming

Photocopy Appendix A3 as needed, and **indicate at the top of each sheet the season to which the information applies**. Fill in Appendix A3 for the current season and the next season. List the names of series, events or stand-alone concerts intended for young audiences. Indicate how many concerts are included in the series or events, where the activity is taking place, and the venue's capacity. For the **current season only**, calculate the number of tickets sold and total audience reached.

Appendix B — Dissemination Activities (Performance and Attendance Statistics)

Complete Appendix B for last season (2010-11), the current season (2011-12) and next season (2012-13).

Please note the following:

Hall Capacity

- Enter the venue's basic number of seats in the *Main Hall*, *Second Hall* or *Tours* rows as appropriate.
- For multiple performances of a concert program or for a concert series, multiply the basic hall capacity by the number of performances and enter this number in the appropriate row.

Percentage of paying attendees per hall capacity

- Add the number of tickets sold, either through subscription or as singles, for all performances of a particular concert program (or in a concert series).
- Divide this sum by the total hall capacity related to this particular concert program (or in a concert series).
- Multiply the result by 100 to obtain the percentage of paying attendees to be entered in the appropriate row.

PART E — SUMMARY OF MAJOR ACTIVITIES (continued)**Appendix C — Employment Statistics and Selected Budget Expenses**

Complete **Appendix C** for last season (2010-11), the current season (2011-12) and next season (2012-13).

Please note the following:

Full-season contract musicians: professional musicians on salary or professional self-employed core musicians for whom the orchestra's fees represent a living wage or a major portion of their revenues. Full-season contract musicians usually work under an agreement providing them with a guaranteed number of services over the performance season and can be considered full-time members of the organization. (In the "CADAC Statistical Form" use line 2345 "Number of artists to whom your organization paid artists' salaries" to record this information.)

Per service contract musicians: musicians for whom orchestra fees do not represent the main portion of their revenues. They may work regularly with the orchestra through the whole performance season under an agreement that guarantees their position/ rank in the ensemble. (In the "CADAC Statistical Form" use line 2345 Number of artists to whom your organization paid artists' salaries" to record this information.)

Extra musicians: musicians who are hired at will and are paid fees for occasional services with the orchestra. (In the "CADAC Statistical Form" use line 2340 "Total number of artists, not on salary, paid artists' fees" to record this information).

PART F – FINANCIAL AND STATISTICAL INFORMATION

The information provided in this part, in the form of financial reports and budget forecasts, allows the Canada Council to determine the extent to which the organization exhibits sound financial management and viable budget forecasts. Statistical information provided through CADAC enables the Canada Council to collect aggregate data for research and reporting on all arts organizations that we fund in our operating grants programs, while also allowing organizations to generate their own useful reports.

To submit your financial and statistical information for this application, you must use the “CADAC Financial Form for Arts Organizations” and the “CADAC Statistical Form for Arts Organizations” at www.thecadac.ca.

You will be required to submit statistical information for the current season (2011-12), and financial information for the current and next seasons (2011-12, 2012-13). You must also submit financial and statistical information to CADAC for the two previous seasons (2009-10 and 2010-11), if you have not already done so.

Follow these steps to download, complete, upload and submit the forms to CADAC:**STEP 1**

Register your organization with CADAC at www.thecadac.ca as early as possible to ensure that you have enough time to assemble and submit the required financial and statistical information.

STEP 2

Download, complete and **upload and submit** in CADAC the “Financial Form for Arts Organizations” and “Statistical Form for Arts Organizations”. Repeat this step if you need to add to and (or) change your financial or statistical information, or if you are filling out the form for another year.

OR

Enter your financial and statistical information directly in CADAC, **save and press the ‘Submit’ button**.

STEP 3

Submit your organization’s financial statements to CADAC, if you have them in an electronic version. If not, mail your signed copies to CADAC at the address below:

CADAC FINANCIAL STATEMENTS SUBMISSION
350 Albert Street,
P.O. Box 1047,
Ottawa, ON K1P 5V8

Please note that the following type of financial statement is required by the Canada Council for the Arts. 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 F – FINANCIAL AND STATISTICAL INFORMATION (continued)**BUDGET NOTES**

The CADAC Financial Form allows you to add some annotations to your budget, but on a limited number of categories only. Please provide, when appropriate, further detailed notes to clarify any ambiguity that might arise from amalgamated figures, unusual variances, and so on. Please include these notes on separate sheets and make direct reference to the CADAC Financial Form's exact line numbers to which your notes apply. Attach these sheets to your application form.

PART G1 — SUPPORT MATERIAL

You must include with your application:

- one copy of brochures and print materials from the current (2011-12) and two previous seasons (2009-10, 2010-11)
- a maximum of two recordings of **recent** performances by the orchestra (recordings of live performances are preferable to commercially released CDs). **If possible, send this material on one clearly indexed CD, CD-R or DVD.**

The peer assessment committee has limited time available to review applications. It is therefore in your best interest to present well-organized and clearly labeled material and to indicate the preferred listening/viewing order of the two samples. You are also welcome to add additional cues within your audio/ video material and to specify which part(s) of each sample the peer assessment committee should start with.

Do not submit originals. The Canada Council is not responsible for the loss or damage of support material.

Audio and visual support material will be returned to you. Paper support material, including brochures and press reviews, will be retained in your Canada Council file.

PART G2 – DESCRIPTION OF SUBMITTED AUDIO OR AUDIOVISUAL SUPPORT MATERIAL

Please send a **maximum of two recordings** of recent performances on one clearly indexed CD, CD-R or DVD.

It is your responsibility to ensure the proper functioning (playability) of all audio or video support material submitted to the Canada Council. Clearly label your support material with the applicant's name and complete the following.

Item 1

Title: _____ Running time : _____ Completion or recording date: _____

Composer: _____

Performers:

Brief description of your reasons for choosing this particular support material:

Track number: _____ Time indicator: from _____ to _____ CD CD-R DVD
Cued: Yes No

Item 2

Title: _____ Running time : _____ Completion or recording date: _____

Composer: _____

Performers:

Brief description of your reasons for choosing this particular support material:

Track number: _____ Time indicator: from _____ to _____ CD CD-R DVD
Cued: Yes No

PART H — CHECKLIST

Please check the boxes below to confirm that you have submitted all relevant parts of the application form and all required **support material**. Be sure to put your name on all items.

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

- Part A1 – Identification of applicant
- Part A2 – CADAC ID
- Part A3 – Amount requested
- Part A4 – Declaration (original signatures are required)
- Part B – Profile of your organization (max. **1,000 words**)
- Part C – Structure of your organization
- Part D – Basis of assessment (Statement)
 - Basis of assessment (maximum **10 pages**)
 - Letter from the chairperson of your board
 - Deficit reduction plan (if this applies)
- Part E – Summary of major activities
 - Appendix A1 – Canadian repertoire and performers
 - Appendix A2 – Overall programming
 - Appendix A3 – Young audience programming
 - Appendix B – Dissemination activities for seasons 2010-11, 2011-12 and 2012-13
 - Appendix C – Employment statistics and selected budget expenses for seasons 2010-11, 2011-12 and 2012-13
- Part F – Financial and statistical information
 - “CADAC Financial Form for Arts Organizations,” submitted electronically to CADAC
 - Budget Notes (if applicable)
 - “CADAC Statistical Form for Arts Organizations,” submitted electronically to CADAC
 - Signed financial statements submitted electronically to CADAC (**audited financial statements, review engagement** or an **internal financial statement** —see the instructions in Part F)

PART H – CHECKLIST (continued)

- Part G1 – Support material
 - One copy of brochures and print materials from the current (2011-12) and the two previous seasons (2009-10 and 2010-11)
 - Two recordings of recent performances by your orchestra
 - Part G2 – Description of submitted audio or video support material

Send your application to:

Music Section

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