



Guide Book to using the Flying Squad Program

(This Guide Book refers specifically to Components I and II.)

I Why consider applying for a Flying Squad Grant?

What type of support may I receive from the Flying Squad Program?

1. " Currently, I require additional resources to respond to an opportunity or an issue facing my organization. Will the Flying Squad Program provide assistance?"

If your organization is currently facing a crisis or undergoing a transition, you may choose to apply for a Flying Squad Grant. Further information is contained in this Guide Book as well as in the Program Guidelines which are located on the Flying Squad Program area of the Canada Council for the Arts' website.

Remember that the Flying Squad Program will support the research, design and planning phases of eligible activities. The implementation phase is considered to be part of the ongoing operation of the organization and is therefore not eligible. For example, designing a new marketing strategy is eligible, but implementing it is not. For more information, please refer to the Canada Council's Program Guidelines.

For information concerning components III and IV, please speak directly to the Flying Squad Coordinator. These components do not apply to the Assistance Program for Book Publishers.

II Which is the right component for the Flying Squad project?



Distinction between a Consultation and Mentorship



2. "I am applying for a Flying Squad grant and don't understand the difference between Component I and Component II."

a) Component I – Organizational Research and Planning

This component supports the cost of hiring a consultant/specialist for organizational research and planning. A consultant/specialist is a person who brings an outside perspective and expertise to help with a particular challenge or opportunity that your organization is facing.

The consultant/specialist may be a peer consultant who is currently employed within another organization, or a specialist who makes his/her living by consulting with a wide range of clients. Either type can be hired within Component I of the Flying Squad program. He/she may spend a specified number of days working on-site at your organization and off-site on your specific project.

b) Component II – Mentorship

A mentor is a professional at another organization who gives guidance over an extended period of time to an individual who is employed by your organization. Under the Flying Squad Program, the learner or mentoree from your organization spends a minimum of three weeks working alongside the mentor. The mentorship takes place at the mentor's place of employment and provision for the mentoree's supervision and work projects must be arranged.

During a mentorship, the work focuses predominantly on the mentor's own work, with the mentoree learning from these projects. The mentor shares his/her knowledge, experience and insights with a less-experienced person who seeks to learn from this exchange. While there is usually time for the mentor to reflect on issues specific to the mentoree's organization, this is not the predominant focus.



When to Use a Consultant/Specialist?



3-a. "Why would I add another pressure to my job by working with a consultant/specialist?"

There are a variety of reasons for an organization to undertake a Flying Squad project and work with a consultant/specialist. The primary reason is that your organization has a challenge or opportunity that it cannot address with its own resources. A consultant/specialist brings a fresh perspective, an expertise, and an outside point of view to the issue. In cases of a financial crisis, a growth opportunity, an impasse, or a conflict of personalities or values within your organization, the consultant/specialist can act as facilitator or mediator. The consultant/specialist can also help you devise a strategic plan, which will inform your next application for multi-year or annual support from the Canada Council for the Arts.

There is no question that in the short-term initiating a Component I – Organizational Research and planning process with a Flying Squad consultant will add to your workload. The payoff comes in the long-term, either in helping resolve a crisis or in developing opportunities, efficiencies, new markets, or new audiences. There must be a commitment by everyone to do the work and to be open to new ideas or ways of approaching the issue, or there is little point in applying for Flying Squad support.



When to Use a Mentor?

3-b. "I am already overwhelmed by the amount of work to do, why would I take the time to work with a mentor?"

There are a variety of reasons for an organization to undertake a Flying Squad mentorship project. The primary reason is to help your staff acquire new or greater skills in a specific area. This can be within any area of arts management including marketing, fundraising, touring, financial management or any other aspect. A mentor can provide the experience and guidance necessary to



increase your staff member's knowledge and to enhance his/her effectiveness within your organization.



What Styles of Consultation Are Possible?

4. "What are my options for working most effectively with a consultant/specialist?"

There are many consulting processes and styles available to you. You and your chosen consultant/specialist will work together to develop an appropriate approach and work plan for your Flying Squad project.

For example, the consultant/specialist may act as a *facilitator* and work with a group of key people that you have identified for the Flying Squad project. In other projects you may hire a consultant/specialist who brings *extensive knowledge* of a specific issue to your organization; for example, in the area of marketing, touring, cash flow planning, etc.

III How do I apply for a Flying Squad Grant?



Identification of the Project, Participants and Timelines

5. "What do I need to do prior to engaging a consultant/specialist or mentor?"

Identify the issue. Write 1-2 sentences to summarize the challenge or opportunity as you see it today. From this brief synopsis, create a more detailed description of the project.



In certain circumstances, it might be appropriate to develop a Request for Proposals (RFP) and the terms of engagement for the project to ensure that you have the most appropriate assistance available to you.

Identify who will be working with the consultant/specialist. Given the broad impact that the consultation can have on your organization, it is often useful to bring together a diverse team. The consultation could involve any or all of your administrative staff, artistic staff, board members, community members, etc.

Get agreement from your key people. Make sure that your key people understand and are in agreement in identifying the issue, timelines, basic work plan and goals.



6. “When should we start our consultation and what will be funded?”

This is often driven by working back from the project deadline. Your time frame must fit within your organization's as well as your consultant/specialist's schedule. Only project activities that take place after the application deadline are eligible for Flying Squad support. Please see Question #20 for clarification regarding the timing of your project and the definition of ‘retroactive funding’.

Remember that the Flying Squad Program will support the research, design and planning phases of eligible activities. The implementation phase of a project is considered to be part of the ongoing operations of the organization, and therefore is not eligible for Flying Squad support. For example, designing a new marketing strategy is eligible, but implementing it is not. For more information, please refer to the Canada Council's Program Guidelines or contact your Flying Squad Coordinator.



7. “How much time should our organization devote to the consultation?”



The consultation could be a long-term process requiring an extended commitment from the participants and consultant/specialist, or a short-term focused process that addresses the issues. Organizations often under-estimate the amount of time required for the process and over-estimate the outcomes. Be realistic. It takes more than a weekend to create a strategic plan and there should be time to reflect upon and refine the plan so that it will be worthwhile and lasting.

IV What Are the Next Steps in Applying?



How to Choose a Consultant/Specialist or Mentor

8. "I have identified my needs for consultation, but don't know whom to hire."

Before beginning your Flying Squad application, you must contact your Flying Squad Coordinator. He/she will be able to assist you in understanding the Flying Squad Program and will give your suggestions and guidance.

There are several ways to identify a short-list of possible consultants/specialists:

- You may want a consultant/specialist from your own city or province who knows the specifics of your community, or you may need to reach out to someone from another region.
- You may want a consultant/specialist from your own artistic sector who knows the specifics of your art form, or you may prefer someone from another discipline.
- Do you have anything that is specific to your organization that will influence your choice of consultant/specialist?



There are no right or wrong answers to the considerations posed above. After evaluating these and other questions, compile a list of potential consultant/specialists and prepare a short list to interview by phone or in person.

The choice of consultant/specialist belongs to the organization. There are several issues to be considered. Your choice of consultant/specialist or mentor should be discussed with your Flying Squad Coordinator before you write your application.

You can also research potential consultants/specialists by:

- Asking your Flying Squad Coordinator for guidance. While there is not a database of consultants/specialists at the Canada Council, your Coordinator can offer suggestions from his/her knowledge of the field.
- Consulting with your colleagues about consultants/specialists.
- Asking other capacity-building grant officers (at the federal, provincial, or municipal level) for their suggestions.
- Looking for suggestions on the websites of professional associations of cultural consultants, other non-profit organizations within your community, federal and provincial governments, universities with cultural programs, etc.

9. "I have identified my needs for a mentorship, but don't know whom to choose as my mentor."

There are several ways to identify a short-list of possible mentors. You can research potential mentors by:

- Asking your Flying Squad Coordinator for guidance. While there is not a database of mentors at the Canada Council, your Coordinator can offer suggestions from his/her knowledge of the field.
- Consulting with your colleagues about mentors.
- Asking other capacity-building grant officers (at the federal, provincial, or municipal level) for their suggestions.



Database of Consultants/Specialists and Mentors

10. "I have heard that the Canada Council keeps a database of consultants/specialists and mentors. Is there an approved list to choose from?"

Every organization must evaluate its own project, personnel, and organizational requirements in order to hire a consultant/specialist or choose a mentor. In your Flying Squad application, you must provide a resume of the consultant/specialist or mentor and explain why you chose this person for your Flying Squad project.

The Canada Council for the Arts does **not** have a database of consultants/specialists and mentors. There is no approved list to choose from.



Suitability and Eligibility of Consultant/Specialist

11. "If there is not a list of approved consultants/specialists, is there anyone who is not eligible to assist me with my Flying Squad project?"

While the choice of consultant/specialist belongs with the organization, there are eligibility considerations that should be discussed with your Flying Squad Coordinator. For example, the consultant/specialist cannot be a board or staff member. Nor can they have an immediate past history with the organization. There must be a "grace" period of 12 months or more before a former staff or former board member can participate as a Flying Squad consultant/specialist to your organization.



12. "In applying for Component II (Mentorship), can I request support for myself as well as my mentor?"



You may apply for an honorarium for you and your mentor as outlined in the Application Form. Fees for the mentoree are complex and depend upon the employment status of the mentoree. Based upon the mentoree's number of weeks of employment, the maximum is \$600 per week. You are asked to clarify this information in Part B - Component II of the Application Form.



13. "We are considering undertaking a major capital project in the near future. Will the Flying Squad Program support hiring a consultant/specialist to do this type of work?"

The Flying Squad program will support a consultant/specialist to assist with a Pre-Feasibility Study for a capital project. Only planning and management studies of the organization's operations are eligible. A pre-feasibility study will evaluate the impact on your organization, your state of preparation to undertake a capital project, etc. The Flying Squad program will not assist with hiring the architect for the capital project.



Interviewing Potential Consultants/Specialists

14. "After creating a short list of consultants/specialists, how many people should I interview?"

You should interview at least two individuals by telephone or in person. Consultants/specialists from different backgrounds may bring different approaches or strategies to your project. Talking with more than one person will help you define your project. During your initial telephone calls, your key questions should be covered.

It may take more than one phone call with each consultant/specialist to cover all your questions. During your subsequent phone interviews, ask each candidate the same questions. Note the candidate's answers as well as his/her personal



manner and professional style. Take the time to find a fit between your organization and the consultant/specialist's experience, values, and style.

The fit between the project, the consultant/specialist, and your organization is central to the process and to achieving your desired outcomes. Some consultants/specialists work well with some organizations and not with others. Interview the prospective consultant/specialist and always check his/her references to help ensure the proper fit.

Some questions to ask the prospective consultant/specialist could include:

- What experience do you have with similar projects or similar types of organizations?
- What were the results of these projects?
- What is your knowledge of my region, or my artistic practice?
- Describe the challenge as you understand our project.
- What responsibilities will you assume as the consultant/specialist?
- What are your fees?
- What is covered in your fees?
- What responsibilities will we need to assume as the client organization?
- Are you available to complete this work during the time and with the financial and human resources that we've discussed?
- Are there any problems that you anticipate as we undertake this consultation? How can we address these problems from the outset?
- What additional information should we know about you, your experience, and what it would be like to work together?

You may not find the perfect consultant/specialist who fits all of your criteria, but you should be aware of his/her strengths and limitations before proceeding.



Checking References



15. "I am now ready to check references ... whom should I contact and what questions should I be asking?"

Checking the references of your potential consultant/specialist is absolutely essential. By checking references, you will ensure that you have a qualified professional who has a proven track record.

Ask your prospective consultant/specialist for a recent, complete client list. This will allow you to see the other organizations with which the consultant/specialist has worked in the past.

Contact the person who directly worked with the consultant/specialist. This is usually a senior staff or board member.

Ask an open-ended question such as "I understand that X worked with you on your marketing campaign. We are considering hiring him/her to develop a marketing plan for our organization. Can you tell me about your experience?" An open-ended question usually leads to a discussion of duties, strengths, problems, and the results of the consultation.

- Ask if the consultation was achieved on time and on budget. Did it produce the desired results?
- Ask if there were any other unexpected benefits to the organization that arose (such as improved staff relationships, increased community awareness of the organization, etc.)
- If there were unanticipated problems, what was the explanation and was there an acceptable solution to the difficulties?
- Was the relationship collegial and productive, or were there difficulties in communication?

End the conversation with another open-ended question, such as "If you were to start over again, would you work with this consultant/specialist again, or would you change the process in any way?"



If the person is reluctant to speak with you and provide a reference, you can ask them to confirm that the consultant/specialist undertook the work, and whether or not the work was completed. You could also ask if they have any suggestions of other consultants/specialists to consider for this project.



Completing the Flying Squad Application Form

16. "After checking references, I have now chosen my mentor or consultant/specialist. What is the next step in the process of applying for Flying Squad support?"

If you have not already done so, you must speak with your Flying Squad Coordinator to determine your organization's eligibility and discuss your application.

Be sure to review the Program Guidelines. In completing your Application Form, ensure that you have answered all the questions and completed Sections A, B, C, D and E. The Flying Squad Application Form can be downloaded from the Canada Council's website.

Pay particular attention to the assessment criteria outlined in the Program Guidelines. Your grant request will be assessed according to the:

- Clarity and relevance of the analysis of your organizational development needs for Component I or the goals of the mentorship for Component II;
- Suitability of your chosen consultant/specialist or mentor;
- Quality of your work plan for the consultation/mentorship;
- Feasibility of achieving the projected goals and outcomes of the consultation for Component I, or the expected effect of the mentorship on the applicant organization for Component II.



Flying Squad applications are assessed on a national comparative basis by a committee of peers. Experience has shown that the best applications are based on a thorough and honest self-assessment, in addition to a detailed work plan and realistic outcomes.



17. “What is the maximum daily fee for a consultant/specialist that the Flying Squad Program will allow?”

The Flying Squad Program does not stipulate the maximum fee that may be charged by a consultant/specialist. The fee, however, must be reasonable, related to the scope of the project, and consistent with the daily fee that the consultant/specialist generally charges.

Regardless of the daily rate charged by the consultant/specialist, the total fee must fall within the grant amount outlined in the Program Guidelines for the Flying Squad Program.



18-a. "How can I describe a realistic work plan and feasible outcomes in my application for Flying Squad support, prior to undertaking the consultation?"

Developing your work plan and articulating the outcomes is often the most challenging part of the Flying Squad application.

The peer assessment committee is looking for evidence that your organization has spent the time to develop a work plan and has discussed it with the consultant/specialist prior to submitting your application. The detail contained in your work plan helps the peer assessment committee evaluate your application.

Some of the things that you might want include in your application are:

- Who are the key players?



- What is the overall time frame?
- What key issues will be discussed?
- How long will it take to cover these issues?
- Why this consultant/specialist?
- Why now?
- What are the key activities within the work place?
- What are the key milestones within the work plan?
- How do the projected goals relate to the work plan?
- How feasible and realistic are these outcomes?



18-b. "How can I describe a realistic work plan and feasible outcomes prior to undertaking the mentorship?"

Developing your work plan and articulating the outcomes is often the most challenging part of the Flying Squad application

The peer assessment committee is looking for evidence that your organization has spent the time to develop a work plan and has discussed it with the mentor prior to submitting your application. The detail contained in your work plan helps the peer assessment committee evaluate your application.

Some of the things that you might want to include in your application are:

- Who is the mentor?
- Why is your organization investing the time to have him/her mentored?
- What is the overall time frame?
- What key skills will be learned?
- Why this mentor?
- Why now?
- How does the expected effect of the training relate to the work plan and to your organizational goals?
- How feasible and realistic are these outcomes?



19. “I notice on the first page of the Application Form that I am requested to check a box if I wish to have my application remain confidential. What does this mean?”

The Flying Squad Program was established to provide assistance to organizations that were facing challenges or opportunities that they were not comfortable discussing directly with the Canada Council. If requested, and without prejudice to the organization’s funding relationship with the Canada Council, a consultant/specialist or mentor could spend time providing the tools needed to resolve the situation.

Organizations may check the box ‘I want this application to remain confidential’ on the Application Form and choose to keep the contents of their application and their Final Report confidential. If they later choose to share the information with the Canada Council for the Arts, they can then choose the timing and manner in which they want to do so.

Alternatively, organizations may choose to not keep their Flying Squad application confidential. By doing so, the organization agrees that the Flying Squad Coordinator may openly discuss their file with the Canada Council Grant Officer or Section Head. In a non-confidential application, the organization’s Flying Squad Final Report will also be shared with appropriate staff members at the Canada Council for the Arts.

Because the Canada Council is a publicly accountable agency, the following elements are published on its website: name of the successful applicant, component applied for, and amount of the grant.





20. “I understand that I cannot submit an application for retroactive funding to the Canada Council for the Arts. When can my Flying Squad project begin?”

It is Canada Council policy that the application deadline is the key deadline. Your Flying Squad project can begin after this date. Please note that if you choose to begin your project before you receive notification of your grant, your organization will be responsible for all expenses incurred if the project is not funded. Be sure to carefully consider whether or not your organization is able to invest in the project from its own resources before deciding to proceed prior to receiving your Grant Notification Letter.



21. “Our Flying Squad project involves the creation of an Audience Development plan. The funding for our organization comes from the Theatre Section of the Canada Council. Should I apply for support from the Flying Squad of the Audience and Market Development Office or from the Flying Squad program within my discipline?”

Even if your Flying Squad project centers on Audience and Market Development, you should NOT apply to the Flying Squad - Audience and Market Development Office.

The Flying Squad of the Audience and Market Development Office provides targeted assistance only to performing arts agents and managers, independent media arts distributors, gallery dealers and national multidisciplinary service organizations. Grants assist successful applicants to develop their capacity, strategies and new directions for ongoing dissemination, audience and market development activities.

You should apply to the section that has funded your activities in the past three years.



Submitting more than one Flying Squad Application at a deadline

22. "Can I apply for more than one Flying Squad component at the same competition?"

Number of Flying Squad components that you can apply for at a deadline:

Organizations may apply to **one or more components within a deadline**. A separate Application Form must be completed for each component.

Number of applications within a component that you can apply for at a deadline:

Organizations may submit **more than one application for any component within a deadline**. You may not, however, ask for more than the maximum available in the component. For example, you may submit an application in Component I for a Marketing Plan and a second application for Component I for a Touring Plan. However, the maximum requested cannot exceed the maximum allowed in Component I: i.e. a total of \$8,000 in fees and \$2,000 in travel.

Number of Flying Squad applications to submit: If you use two consultants/specialists for one project, only one Application Form should be submitted. If you are applying for two or more different projects or needs, then separate Application Forms must be submitted for each project. Please consult your Flying Squad Coordinator for clarification and further information.

Considerations in applying for more than one Flying Squad project: When applying for more than one project at a deadline, it is critical to ensure that your organization has sufficient human resources to simultaneously undertake all of your projects. Often it is wiser to apply for Flying Squad support over several deadlines. This will spread out the work and your organization won't be competing against itself for Flying Squad support. Furthermore the results of one Flying Squad project will often change your organization's priorities and next steps.



IMPORTANT NOTE: *All Flying Squad grants are awarded within a national comparative juried context. Not all Flying Squad applications can be funded within each competition. If your organization applies for more than one Flying Squad grant at the same competition, you might receive funding for just one of your projects. In this situation, the project that receives funding may not be your organization's top priority, and by applying for more than one project to the same competition, you might lessen the chances of your most important project being funded.*

Generally, it is best for your organization, rather than the jury, to decide your top priority for each competition and request support for only one project at a deadline. In this way, you can apply for Flying Squad support in a logical and progressive manner that best suits your organization's strategic priorities, performance or production schedule, and human resources. You may apply for Flying Squad support of your other projects at another competition.

V After Securing your Flying Squad Grant



Notify Your Consultant/Specialist or Mentor

23. "After receiving notification that my Flying Squad application was successful, what is the next step?"

Upon receiving notification of the outcome of your Flying Squad application, contact your consultant/specialist or mentor. If successful, he/she will continue to hold the agreed-upon dates for your project.

If your project did not receive Flying Squad support, take the time to inform your consultant/specialist or mentor so he/she can free the time for other clients.

Sometimes projects are awarded less money than requested. If this is the case,



inform your consultant/specialist or mentor and review your work plan and timelines.



Preparing a Contract or Letter of Agreement

24. "Do I need to have a signed contract or letter of agreement with my consultant/specialist or mentor? What should be included?"

It is important to have a signed contract or letter of agreement between your organization and the consultant/specialist or mentor. Each project is unique and there is no standard format. There are some issues that should be covered in your contract or letter of agreement:

- a) A project description (what is the scope or objectives of the project and the deliverables);
- b) Time lines (what is the start and completion date, and key benchmark dates);
- c) Fee (what is the fee including GST and QST (Quebec Resident), and payment schedule);
- d) Billable expenses (what expenses are allowable);
- e) Participants (who will participate in the Flying Squad project and in what capacity);
- f) Reporting structure (to whom do they report - e.g. general manager, board member, etc.);
- g) Contact person within the organization (who is the appointed contact person - e.g. director of marketing, general manager - this may be the same person to whom they report);



- h) Responsibilities of the organization (what human resources, organizational information, etc. are required);
- i) Responsibilities of the consultant/specialist or mentor (what resources do they bring to the process);
- j) Benchmark activities and deliverables (e.g. number of facilitated days, interim reports, Consultant's Report to the organization, etc.);
- k) Conditions for early termination of the contract by either party;
- l) Confidentiality (if required from both parties);
- m) Any other items specific to your consultation or mentorship.



Managing Expectations

25. "What is expected of both the organization and the consultant/specialist or mentor for the process to be successful?"

Be realistic about the scope of the work that can be accomplished with Flying Squad support. Being realistic will ensure a smoother working relationship between the organization and the consultant/specialist or mentor.

Recognize that it takes time, work, effort and patience to understand the issues and bring about organizational change.

Prior to beginning the consultation or mentorship, establish ground rules for the process that are based on mutual respect for all parties and all points of view - "there are no bad ideas or stupid questions".

Is there provision for internal follow-up in 6, 8 or 12 months to ensure momentum is maintained and the action plan is implemented?





Responsibilities of the Organization

26. "What is expected of the organization for the consultation to be successful?"

Both the organization and the consultant/specialist are responsible for the success of your work together. As the client, you have a number of important responsibilities including:

Communication: From the outset, decide how and when the consultant/specialist's work and recommendations will be communicated to key staff and board members. Inviting a consultant/specialist to work with your organization may trigger rumours and discomfort within the organization. Being pro-active will help alleviate these concerns.

Be Candid: Candidly share the problems and challenges that face your organization.

Timely Support: During the course of the consultation, your staff and board will agree to take on some tasks related to the consultant/specialist's work. Certain tasks are simple, such as attending meetings; other tasks, such as providing organizational reports or previous documentation and financials can be more time-consuming. You must provide this information to the consultant/specialist on a timely basis. It is helpful to provide a responsible contact person within your organization to work with the consultant/specialist and to ensure that the materials are provided in a timely manner.

Be Open To Learning New Skills: Often, the consultant/specialist is able to teach new skills to your staff and Board. If you can incorporate these insights and techniques into your planning and practice, your organization will more likely be able to deal with new challenges the next time without the necessity of hiring a consultant/specialist.



Terminating the Relationship: Sometimes the collaboration with your consultant/specialist does not work out. Whatever the reason, you have the responsibility to end an unproductive relationship. To avoid any possible legal issues, this has to be done within the conditions for termination that are outlined in the contract or letter of agreement. **If your project is terminated or changed in any way, you must contact your Flying Squad Coordinator immediately.** Please refer to Question # 34.

Embrace Change: The consultant/specialist's work will often result in a recommendation for organizational change. If the prescription for change is appropriate, your organization must be determined, flexible and courageous enough to take the necessary next steps.



Responsibilities of the Consultant/specialist or Mentor

27. "What is expected of the consultant/specialist or mentor for the process to be successful?"

In addition to the knowledge and experience they bring to the process, you should demand the highest ethical standards from your consultant/specialist or mentor. This will include upholding ethical professional standards of behavior, ensuring client confidentiality, and a full disclosure of any perceived or real conflict of interest, etc.



Considerations for your Consultant/Specialist's Report

28. "What should be included in the Consultant/Specialist's Report to my organization?"

The format of your Consultant's Report will be mutually agreed upon by the consultant/specialist and your organization. Usually, the Consultant's Report will:

- Summarize the initial assumptions and objectives of the consultation;
- List the tasks completed and results generated;



- Highlight the significant findings or achievements and explain why they are significant;
- Make recommendations for next steps/future action/decisions/implementation.



Your Flying Squad Final Report to the Canada Council

29. "What should be included in my Flying Squad Final Report to the Canada Council?"

The format for the Flying Squad Final Report is specific to the Flying Squad Program. It is different from the final report for other Canada Council programs. The Flying Squad Final Report is located on the website within each disciplinary section, along with the Flying Squad Application Form and the Guide Book.

Your organization's Flying Squad Final Report is a very short multiple-choice format. **It is mandatory that you submit your Flying Squad Final Report by the date written on your Grant Notification Letter.** Your Flying Squad Final Report **must** be submitted and approved by the Canada Council for the Arts before any other grant requests can be considered for funding. Please refer to Questions #30 and #31.

On the Flying Squad Application Form, you can tick "I want this application to remain confidential". This will determine if the only person reading your Flying Squad Final Report will be your Flying Squad Coordinator or whether other Canada Council staff will have access to your Final Report. Please refer to Question #19.

If your consultant/specialist has prepared a Consultant's Report for your organization, you may choose to append or not append it to your Flying Squad Final Report. At any point, you may choose to share your Consultant's Report, part of the Consultant's Report, or not any of the Consultant's Report with your



Canada Council officer. Similarly, you may choose to use or not to use the Consultant's Report for your next application to a Canada Council program.

The Consultant's Report is yours and if you choose "Confidential" and do not send it to the Canada Council, no officer or assessment committee will ever see the Consultant's Report to your organization.



30. "When do I have to submit a Final Report for my Flying Squad grant? What happens if I need an extension on the project or don't bother to file a Final Report?"

The Flying Squad Final Report is due on the date listed on your Grant Notification Letter. This date is set for three months after the project completion date that you wrote in your Application Form.

In extraordinary circumstances, you may require an extension on your project completion date. You must submit a *Request for Final Report Date Extension* form that is available on the website of the Canada Council under "Quick links — Final report forms". Your Flying Squad Coordinator must approve the extension date for your project and Final Report.

If the extension date is approved by your Flying Squad Coordinator, your Final Report will be due at this new approved date. If you do not submit or receive approval to extend your project deadline, your Flying Squad Final Report will be due on the original date. In all programs, you will NOT be able to apply for a grant at the Canada Council until all your due Final Reports are received and approved.



31. "If I have a Final Report outstanding from a grant in another Canada Council program, can I apply for a Flying Squad grant?"



No you will not be able to apply. The Canada Council policy states that applicants will be ineligible to apply to the Canada Council for further assistance until Final Reports on all completed projects have been submitted and approved.



Evaluation of your Flying Squad Project

32. "Before I have completed the process on my current Flying Squad grant, can I apply for Flying Squad funding again?"

If all other Canada Council Final Reports due are submitted and accepted, your next Flying Squad application can be submitted and evaluated while you are still doing the work on your current Flying Squad project. If approved, the money for your next project will not be released until the Final Report for your current Flying Squad project is submitted and accepted.



33. "After completing the Flying Squad project, how should we wrap up and evaluate the process?"

Evaluation is an important part of any organizational development initiative. While the next steps are not a required part of the Flying Squad process, it will be useful to reflect and do a brief analysis at the end of your project.

- Were the results what you anticipated, better than anticipated, or did they fall short of your expectations?
- Analyze what went right; what went wrong; what could be improved next time.
- Would you use this consultant/specialist or mentor again?
- What have you learned from this process?
- How and when will the recommendations or outcomes of the work be communicated?
- To whom will this information be communicated?



- Are the people who will be responsible for carrying out this work prepared to do so?
- Were there any unanticipated positive or negative results from the process?
- Other thoughts, questions, suggestions.

VI Making Changes to your Flying Squad Project



34. "If my Flying Squad project has been approved and I need to make changes, what steps must I take?"

There are a number of reasons why you might need to make changes to your Flying Squad process after you have received approval to proceed with the project.

Change of end date for your project: If you change the end date of your Flying Squad project, **you must submit a Request for Extension Form and receive approval from your Flying Squad Coordinator.** If you do not receive approval for an Extension, your Final Report will be considered late and you will not be able to apply for additional grants from the Canada Council for the Arts. The Request for Extension Form can be downloaded from the Canada Council website.

Change of consultant/specialist or mentor: If your approved consultant/specialist or mentor is either terminated or is no longer available to work with you, **you must immediately contact your Flying Squad Coordinator and request permission to work with a new consultant/specialist or mentor.**

You will be asked to submit in writing the details of the reason(s) for your choice of the new consultant, a revised budget, a new work plan, a new Letter of Intent from the new consultant/specialist or mentor and his/her CV. Your changes must be approved by the Canada Council prior to proceeding with your project. If the



revised plan is not approved by the Canada Council, your original Flying Squad grant must be repaid.

Change of project: Similarly, if you wish to change the nature of your Flying Squad project in any of the Flying Squad Components, **you must immediately contact your Flying Squad Coordinator and discuss this.** If the revisions to your project are not approved, then your original Flying Squad grant must be repaid to the Canada Council for the Arts.

Change of budget: Sometimes an organization does not require the entire grant to complete its Flying Squad project. In this case, when you submit your Final Report and Budget, you will be asked to return the unspent grant prior to the Final Report being approved and prior to the file being closed.

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