



**Canada Council  
for the Arts**

**Conseil des Arts  
du Canada**

**DANCE SECTION**

**Creation/Production in Dance: Multi-Year and Annual Funding**

Follow these <b>three steps</b> to apply for a Canada Council grant:	
<b>Step 1</b>	Read the <b>Program Guidelines</b> for details about the purpose of the program, who and what is eligible, grant amounts, assessment process and criteria, etc. Also read the section <b>Additional Information for Completing Part B</b> .
<b>Step 2</b>	Read the <b>Important Information for Applicants</b> section. If you still have questions about the program or the application process, contact one of the program officers indicated below.
<b>Step 3</b>	Complete all sections of the attached <b>application form</b> . Be sure to use the <b>checklist</b> (Part F of the form) to confirm that you have completed all relevant sections of the form and have included all required support material.

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

**Deadline**

**15 November 2011 for Annual Funding**

(The next deadline date for Multi-Year Funding applications will be 15 November 2012.)

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

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

**Further Information**

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Canada Council for the Arts  
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1-800-263-5588 (toll-free) or 613-566-4414, and the appropriate extension number

TTY: 1-866-585-5559

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## PROGRAM GUIDELINES

You cannot apply to the 15 November 2011 competition for multi-year funding. If you are applying for **annual funding** for fiscal year 2012-13, please disregard references to multi-year funding in the present guidelines.

<p><b>Program Description</b></p>	<p>The Creation/Production in Dance program provides multi-year and annual funding to professional Canadian non-profit dance companies. The objective of the program is to support the creation, production and revival of significant dance works.</p> <p>This program is open to Aboriginal arts organizations and arts organizations of diverse cultural and regional communities of Canada.</p> <p><b>Purpose of Grant</b></p> <p>These grants contribute to the cost of overall ongoing activities of professional dance companies. These encompass research and creation of new work, remounts, purchase of repertoire, home market activities (self-presentations, school shows, lecture demonstrations, company classes, master classes, choreographic labs, workshops, presentations, etc.), and the administrative support required to sustain these activities.</p> <p>Touring activities are supported through other grant programs, but are reflected in this application. The professional activities of individual company members may be referenced in this application, but are not funded through this program. These activities may receive assistance through other programs of the Canada Council for the Arts (see the Canada Council for the Arts' website at <a href="http://www.canadacouncil.ca/dance">www.canadacouncil.ca/dance</a> for other programs of assistance).</p>
<p><b>Eligibility</b></p>	<p>Applicants (companies) to the Creation/Production in Dance program must meet <b>all</b> of the following criteria to be eligible. They must:</p> <ul style="list-style-type: none"> <li>• be incorporated as a non-profit organization;</li> <li>• have completed a minimum of five years of sustained activity, culminating in full-evening programs of the company's work;</li> <li>• be directed by recognized professional artists and engage professional performers and other professional artists; the Canada Council for the Arts defines a professional artist as someone who has specialized training in the field (not necessarily in academic institutions), who is recognized as such by her or his peers, who has a history of public presentation (not necessarily in Canada Council-funded events or venues), and who is committed to devoting more time to artistic activity if financially feasible;</li> <li>• operate on the basis of a season or have a <b>sustained</b> activity level (see Appendix C – Calendar of Activities);</li> <li>• have self-generated revenues and an appropriate company infrastructure (see criteria 3, Administrative and Financial Stability, in Part B – Basis of Assessment – of the application form);</li> </ul>

## Eligibility (continued)

- have received from the Canada Council within the past four years two project grants under the Creation/Production in Dance program or another form of project support for the production of dance works through the Dance Section's national-level competitions (e.g., a project for a short- or long-term dance production project, funding for an international co-production, funding under the Capacity Building Program for Culturally Diverse Arts Organizations);
- have received, as a company and **not as an individual artist**, regular (at least three grants in the past five years) project funding for a sustained volume of activity and/or operating funding from other public sector funders (provincial or municipal). Applicants not having received such funding (which does not include individual travel or creation grants) shall not be eligible; and
- have been assessed in Canada by the Dance Section on at least two occasions for two different full-evening programs in the last four years of sustained activity. Those applying for first-time funding through this program must have received project support (as described above) for both of the works assessed in Canada under a program of the Canada Council's Dance Section.

Applications are reviewed for eligibility according to the above-mentioned program criteria of the Dance Section, with outside consultation if needed.

Applicants (companies) must contact and confirm their eligibility with a Dance Section Officer **prior** to submitting an application. This step is mandatory and the deadline for doing so is **1 October 2011**.

Companies that received a negative answer in previous competitions must also speak with a Dance Section Officer before submitting another application.

In accordance with the Canada Council's policy for grant recipients, an applicant will not be eligible to apply if any final reports that are due for Canada Council grants have not been submitted to and approved by the Canada Council. The final report required for funding received for creation/production must be sent no later than Friday **30 September 2011** for organizations whose fiscal years end on 30 June 2011. The deadline for companies whose fiscal years end after 30 June will be adjusted accordingly.

### **Annual Funding**

First-time applicants to this program may apply for annual funding for their next fiscal year. In cases where the peer assessment committee (PAC) lacks confidence in extending annual support, it may recommend project funding through this program.

### **Multi-Year Funding**

Companies that have received multi-year or annual funding in the two years prior to the application can not apply for multi-year funding this year. The next deadline will be 15 November 2012.

### **Artists and Community Collaboration Program (ACCP)**

The ~~new~~ deadline for submitting your ACCP application is 15 March 2012. Please consult the Canada Council's website for more details.

<p><b>Grant Amount</b></p>	<p>The minimum annual or multi-year grant from the Creation/Production in Dance program is \$50,000.</p> <p>The PAC, with Dance Section staff input, recommends the amounts and number of grants to the Canada Council's Board for final approval, within the context of the budget available to this program.</p> <p>For companies that received a multi-year grant in 2010-11, the annual grant level approved is generally maintained for three years, unless there is a decrease in the Canada Council's Parliamentary appropriation within that time or the grant recipient fails to meet specific conditions (see the Changes to Grants section, below).</p> <p>If there is a significant change in the artistic, administrative or financial situation of the company during a multi-year term, the PAC may recommend a change in the amount of the grant (see the Changes to Grants section, below) and/or annual funding.</p> <p>Companies may apply for different amounts for each year of the multi-year cycle, providing their activities and priorities justify this course of action. For ease of internal administration, the Canada Council will distribute grants in three equal amounts over the three years.</p> <p>If companies choose to allocate these amounts in a different manner than stated in their application, they must keep the Canada Council informed of their plan and provide appropriate budget revisions during the multi-year cycle</p>
<p><b>CADAC Financial and Statistical Reporting</b></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 <a href="http://www.thecadac.ca">www.thecadac.ca</a> 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 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 C of the attached application form. Please go to the CADAC website <a href="http://www.thecadac.ca">www.thecadac.ca</a> 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 C of the attached application form.</p> <p>Applicants are encouraged to review the following guides at <a href="http://www.thecadac.ca/cms/en/guides.html">www.thecadac.ca/cms/en/guides.html</a> for useful instructions on how to complete both the CADAC Financial and Statistical Forms.</p> <ul style="list-style-type: none"> <li>• CADAC Financial Form for Arts Organizations: <a href="http://thecadac.ca/Help/FinancialForms/Eng/Financial%20Form1.html">thecadac.ca/Help/FinancialForms/Eng/Financial%20Form1.html</a></li> <li>• CADAC Statistical Form for Arts Organizations: <a href="https://www.thecadac.ca/cms/en/documents/StatsformguideJune22-2011.pdf">https://www.thecadac.ca/cms/en/documents/StatsformguideJune22-2011.pdf</a></li> </ul>

<p><b>Assessment of Applications</b></p>	<p><b>Assessment Process</b></p> <p>The purpose of assessment is to distribute funds to both existing and new grant recipients. Assessment of requests and the resulting distribution of funds are the responsibilities of the peer assessment committee (PAC). The context for the PAC discussions is national in scope and competitive in nature. Awards are made on the basis of available funds, meaning that submissions of high merit cannot always be accommodated, due to lack of funds.</p> <p>For more information about this, applicants are encouraged to read the document “Peer Assessment at the Canada Council for the Arts”. This document is available from the Arts Services Office and is on the website of the Canada Council.</p> <p><b>Peer Assessment Committee</b></p> <p>PAC members are recognized dance professionals selected for their involvement with and knowledge of dance in Canada. Collectively, the committee members represent a broad range of professional practice and experience. However, professional dance in Canada is a larger landscape than the collective expertise of the five to seven PAC members. To assist the PAC in effective adjudication of all applications, the Dance Section commissions in-depth reports and papers in various forms from specialists. The Dance Section also invites specialists to contribute to the discussion of specific files. The aim is to develop an in-depth context for dance sectors that are underrepresented in the collective experience of the PAC. Invited specialists attribute a percentage score to the request, similar to what is done by the other members of the peer assessment committee.</p> <p>Members are also selected with consideration to fair representation of gender, generations, Canada’s two official languages, and the cultural and regional diversity of the country. New committees are formed for each competition.</p> <p><b>Weighted Assessment Criteria</b></p> <p>In 1997, the Dance Section developed weighted assessment criteria as the framework for adjudication of applications. The criteria for this program are fully described in the <i>Additional Information for Completing Part B</i> section.</p> <p>The PAC uses the same weighted assessment criteria for each application to the Creation/Production in Dance program competition. These criteria are applied to the application itself, the written artistic assessments of public performances and comments based on the actual experiences of PAC members. Part B, Basis of Assessment, of the application form specifically addresses the weighted criteria.</p>
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<p><b>Fair Notice to Organizations</b></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 <b>Fair Notice Policy</b> 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><b>Concerned Status</b></p>	<p>An organization may be placed on <b>Concerned Status</b> if they are 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 PART B – BASIS OF ASSESSMENT

Quotations from the media, presenters or the public should not be included in your statement. Because of the volume of reading required of the committee, annual funding applicants should limit Part B of their application to a maximum of **8 pages** and multi-year funding applicants to not more than **15 pages**. Use a font size of 11 points or larger for all statements and print on one side only of white 8 ½ by 11 inch paper. **Text that exceeds the amount allowed will not be presented to the peer assessment committee members.**

The Dance Section has developed weighted assessment criteria as the framework for the discussion and adjudication of applications. “Weighted” means that some criteria are considered more significant than others. The relative weight of each criterion is expressed as a percentage.

In Part B (*Basis of Assessment*) of the application form, applicants are asked to write three statements. Each statement will correspond to one of the weighted assessment criteria. Through these statements, applicants will provide information and self-assessment concerning their company’s activities as they relate to its intentions. Although Part B is divided into **three statements**, a sense of cohesion among them is important. For this reason, applicants should **state how and why the steps** described under *Outreach and Audience Development, Dissemination and Touring* and *Administrative and Financial Stability*, **support the artistic intent of the company, and vice-versa**. It is therefore suggested that these connections be shown. The final reports from previous years and Appendix K from your previous applications may be useful to you in preparing this section.

### 1. Artistic Merit (60 percent)

There are three parts to the discussion of artistic merit: A) Intent, B) Past accomplishments and Future Projects, and C) Impact. These three parts are described below. Although the written artistic merit statement should have three subtitles, corresponding to each part of the criterion, **it is not necessary to respond to each of the descriptive terms below if they are not applicable to your organization.**

To ensure transparency and facilitate the work of the PAC, **the description of this criterion is detailed.** The weight given to artistic merit has been changed to 60 percent.

#### *A) Intent*

**No weight is given to this section**, but it is extremely important. As the *raison d’être* for past accomplishments and future plans, the applicant’s stated artistic intent is the standard against which its activities are measured. The intent of a dance company can be described as its

- artistic mission
- purpose, and
- vision.

The characteristics of the company’s artistic practice are established in this statement of intent.

PAC members will look at the clarity and realization of the artistic intent and the impact of that realization. This is why it is useful to hear the voice of the artistic director here.

*B) Past accomplishments and future projects*

**The past accomplishments and future projects factor is subdivided (B1, B2 and B3) to include all activities involved in the creation process.**

*B1) Past accomplishments and future projects*

Past accomplishments encompass all of a company's artistic activities (e.g., creations, remounts, creation labs) over the last two years (if the company is applying for multi-year funding) or over the last year (if the company is applying for annual funding). The planning for future projects must be for next year (2012-2013) since the company is applying for annual funding.

The Dance Section commissions written artistic assessments of public performances. These assessments constitute the PAC's principal tool in their evaluation of the company's realization. PAC members who have seen the applicant's work will contribute also to the discussion of the application in terms of the six elements described below. Their opinions must be placed in the context of the written assessment. The PAC will consider both past accomplishments and future projects. The form used for the written assessment is available from the Dance Section.

The external assessors and the PAC evaluate the realization of artistic intent in terms of six elements: choice of programming, quality of practice, nature and significance of performance production values, chosen approach, risk-taking/preservation and outcome/ integrity of the whole. These terms are described in detail below:

- Choice of programming – How do the programming choices reflect the vision and vitality of the artistic direction? Are they the work of one or more choreographers? Is the evening program a single work or several different pieces? How do they create and sustain interest? Do they fit into a coherent whole? If the works are taken from the company's repertoire or are remounts, how are they relevant in terms of stylistic clarity, technique, content, variety and intended audience?
- Quality of practice – Describe the nature of the work (or works) presented in terms of vitality, style, technique and content, and quality of interpretation (including themes, patterns, phrases, shapes, gestures and structures, as well as inherent choreographic demands).
- Nature and significance of performance production values – How do production values serve the work? Consider the quality and integration of stage design, lighting, choice of music, costumes and sets. What is the connection between these elements and the intent of the work?
- Nature of approach chosen – If the intent of the work, according to the company's choice, is to reinvigorate current or past forms, is it successful? OR if the intent of the work, according to the company's choice, is to be innovative, is it successful?
- Risk-taking/preservation –How does the work achieve or extend the mission or vision of the artist or company or push the limits and is this a function of form or content, process or product? If the company is a repertory company does the addition or revival extend the range of the company's existing repertoire and its artists? (The external assessor will comment on these elements if he or she is familiar with these aspects.)
- Outcome/ integrity of the whole – Taking into account the characteristics of different venues, what did the performance look like in public and how did it demonstrate understanding and/or extension of other art forms employed?

*B2) Other activities (past and upcoming) connected with the company's creative process*

Since these activities are linked to, or play a role in, the creative process, it is more appropriate to refer to them here than in the section on outreach. As the activities are not externally assessed, the PAC will evaluate this criterion largely against the statements provided. Statements should clearly establish the company's plans for these areas and provide an evaluation of its past activities (including rationale, planning, execution and indicators of success).

Examples of elements that can be included in this section are listed below. Please **choose and/or add** those that are relevant to your organization.

- Creation residencies.
- Research labs to enhance the creation process of the organization.
- Creation projects involving the community in which **members of the company participate** (e.g. the *Artists and Community Collaboration Program—ACCP*).
- Film projects relating to existing or new choreographies.
- Creation mentoring or sponsorship of one or more company members.
- Creation workshops or seminars for company performers.
- Training and professional development for **members of the company** (for example, physical training, or technical or master classes). Specify here the number of weeks of guaranteed work for performers.
- Training for apprentices and/or understudies.
- Process for recruitment /dancer auditions/ integration of performers.
- Selling or transferring the rights of works in the company's repertoire to one or more company performers.
- Professional renewal activities by the company's artistic directors.

*B3) Other activities (past and upcoming) connected with the creative process but involving entities other than the company*

Choose from the elements listed below and/or add any that are relevant to your organization. Activities must be directed at the dance milieu and not the general public. Please explain your purposes and the reasons behind your choice of activities.

- Selling or transferring the rights of company works to a performer who is **not part of the company**; selling or transferring the rights of company works to another dance company.
- Creation of a work for an artist or group of artists (performers who are not members of your company) that is presented within your structure and in your venue. The revenues of this presentation go wholly or in part to your company.
- Creation of a work for another Canadian or foreign company if the fee paid is included in your company's revenues and/or if it results in collaboration with or other significant benefits to your company.
- Works that are not your company's but which you present in your facilities or in the course of your season.
- Internships, workshops, creation seminars, master or technical classes for **professional performers from the community** (including emerging artists) who are **not part of your company**.
- Invitations to companies within your own season.

### *C) Impact*

This refers to the resonance of the company's work or program and its positioning. **The artistic external assessors and PAC members who are familiar with the applicant will be asked to comment on these points** to the extent that they are familiar with them.

- resonance – How much and what about the work is unique and memorable, if applicable?
- positioning – What is the relationship of the work to the rest of the artist or company's body of work or its repertoire? What is the work's place on the local, provincial/territorial, national and international scenes and why? (Only comment if you are very familiar with these milieus.)

## **2. Outreach and Audience Development, Dissemination and Touring (25 percent)**

This section reflects the **company's contribution to the public**.

The PAC will consider activities that contribute to the company's influence or impact on the many communities within which it functions (community is meant to be a broader milieu than dance) at local, provincial/territorial, national and/or international levels. Since outreach, audience development, dissemination and touring activities are not externally assessed, this criterion is evaluated largely against the evidence you provide. This should clearly establish not only the company's plans for these areas but also its past activity (including rationale, planning, execution and measurement of success for these activities and how they relate to the artistic vision of the company.)

To facilitate the work of the PAC, please

- outline your main dissemination activities as well as your projected activities. **Even though the PAC will examine dissemination statistics (see Appendices E and F), it is essential that you provide an overview.**
- describe the company's stated outreach and marketing strategies, and
- specify activities and initiatives to develop and/or expand audiences for the company's work and for dance, if relevant.

The evaluation is developed through a discussion of the company's goals for outreach, dissemination and touring activities, and the company's self-assessment of its success in reaching those goals. The feasibility of future goals in these areas will be discussed in relation to the relative success of past or current initiatives.

**Media interviews will not be considered by the committee.** Please do not weigh down your statement unnecessarily by including them.

Examples of elements that may be included in your statement follow below. Community is meant to be a group extending beyond the professional dance milieu.

- Meetings, awareness workshops, discussions, **audience** animation activities (young and/or adult audiences) concerning the work of your company
- Lectures/demonstrations
- Teaching or training residencies not involving company performers
- Lectures given by the artistic staff
- Rentals/loans of technical materials or equipment
- Rental/loan of your studios
- Participation on various committees of public funding agencies or other organizations.

### 3. Administrative and Financial Stability (15 percent)

Before you complete this section, we suggest that you consult the diagnostic tool provided by the Canada Council for the Arts (or a similar tool). However, do not include the diagnostic with the completed form. You may contact Joanne Rafuse in the Dance Section (email: joanne.rafuse@canadacouncil.ca; tel.: 1-800-263-5588 or 613-566-4414, ext. 4503) to obtain a copy.

To fulfill its artistic mandate and maintain its vitality and productivity, a dance company must have the human, financial, material and organizational resources required to sustain its artistic programs. In this section of the application, **please discuss the connections between the plans set out in your statement and the resources available to realize them** to demonstrate that your company's financial health is not jeopardized and that it will not overextend its human resources or incur debts. You must show the ability of your organization to undertake an artistic project within the means that are realistically available.

To help you to organize the information in your statement (maximum of three pages out of the eight pages allowed), you may refer to the four main points presented below. It is not necessary to address every point; if one is not relevant to your company, go on to the next. The questions are a guide only. Once you have prepared your answers, fill out the table in **Appendix K**, which summarizes your **three key objectives and the anticipated outcomes for 2012-13**. These three objectives represent the outcome of your planning process.

The following points may be used as a guide:

#### A) *Self-assessment*

You may review the past accomplishments referred to in previous funding applications and the artistic plans outlined above to assist you in presenting your company's administrative, financial and physical infrastructure: its organizational and administrative strengths and successes as well as present internal or external challenges.

- If your company has an unrestricted reserve fund of more than 25 percent of its total budget or of all other restricted funds, please state the rationale for the reserve.
- If the company's deficit is greater than 10 percent, your application **must include** a deficit reduction plan. A significant accumulated deficit may impede the company's access to multi-year or annual support. Use the appropriate section of the application form (page 4) to set out your strategy and the anticipated financial results toward redressing the deficit.

#### B) *Human, financial and organizational resources*

Establishing a healthy and dynamic balance between artistic vision/mission (artistic programs and activities) and a realistic evaluation of the resources available (human, financial and administrative) is critical to maintenance of a dance company's health and viability.

- What human, financial and organizational resources are needed to attain the company's short- and long-term artistic goals? What are the working conditions and employee benefits provided for the human resources?
- How can you guarantee that the financial planning and budget are based on a realistic assessment of available revenues (earned revenues, donations and grants) and that the professional leadership (artistic director and general manager/administrative director) and the members of the board of directors are aware of the implications of financial risk in the budget?
- What are the roles, responsibilities, structures and working relations of the key human resources required by your company?
- Have you established processes and plans to ensure a smooth transition for key positions (staff and board members)?
- Do you have a planning process that promotes the sustainable development of the company, and if so, what is it?

*C) Governance*

Governance refers to the responsibilities shared between the professional leadership and the members of the board for achieving the artistic vision/mission of the company and ensuring its health and viability.

- Do the company's artistic and administrative staff and the members of the board of directors clearly understand the company's artistic vision and share the same goals?
- How do you ensure that the members of your board of directors clearly understand their role in the company, their roles on the board and their roles and relationships with the company's professionals?
- Is the board of directors able to position the company in the community in such a way as to develop community relations and attract resources and support to the company? How does it accomplish this?

*D) Physical resources*

The company's physical resources—rehearsal studios and performance venues, technical equipment, computers, software, collections (archives), and so on—are also essential to the attainment of the company's artistic vision.

- How do you plan to use these resources to maximize their benefits to your artistic programs?
- Do you have an investment plan to buy, maintain, improve and replace your company's resources?

## IMPORTANT INFORMATION FOR APPLICANTS

### Processing the Application

#### Acknowledgement of Receipt

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 receipt indicates that the application has been received; it does not confirm that your application is eligible.

#### Response Time

You will be informed of the competition results, by mail, after the spring meeting of the Canada Council's board of directors. The Canada Council does not release results by telephone or email.

Decisions of the peer assessment committee are subject to approval by the Canada Council's board of directors. Grants of more than \$100,000 must be reviewed and approved by the board.

You can access the Searchable Grants Listing, a database of successful grant applicants, at [www.canadacouncil.ca/grants/recipients](http://www.canadacouncil.ca/grants/recipients). You can also contact the Canada Council, in writing, to request the list of peer assessors.

#### Application Preparation

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.

It is important to inform the Canada Council for the Arts of any change of address.

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

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 a limited time in which to study each grant application. This ensures that all applications are assessed on an equal basis.

#### Format and Layout

**It is essential that information be presented in a standard format.** Therefore, all requests for assistance **must be submitted** on the attached application form, except where an applicant's computer printout corresponds **exactly** to the Canada Council's format.

Only one copy is required. The request must bear **original signatures**. The application must be signed by the **Chairperson** of the board of directors.

Where this applies, all the documents requested and the application form must be submitted on separate sheets of white paper (letter format, 8½ x 11 inches) printed on one side. These documents must not be bound, placed under plastic or stapled. 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><b>Processing the Application (continued)</b></p>	<p><b>Support Material</b></p> <p>First-time applicants must submit copies of legal incorporation documents for the organization and an independent financial review from the previous season. In addition, all applicants must include audited financial statements or an independent financial review of their most recent complete fiscal year if the grant allocated by the Canada Council for the Arts under this program is less than \$100,000.</p> <p>Audited statements must also be submitted for any holding or parent companies or foundations with which the organization is associated. They must also be submitted for any subsidiary or related companies (e.g. dance schools) or special trust funds that benefit the organization.</p> <p>Applicants must include all the material listed in the application form. <b>Incomplete applications will not be assessed.</b></p> <p><b>The following should not be included and will not be considered in the assessment of applications to the Creation/Production in Dance program:</b></p> <ul style="list-style-type: none"> <li>• news coverage, reviews or related media material</li> <li>• media kits</li> <li>• slides or photographs.</li> </ul> <p>Originals should not be submitted. The Canada Council is not responsible for the loss or damage, whatever the cause, of support material.</p> <p>Support documents submitted with the application will be kept in the applicant's file.</p>
<p><b>Personal Information</b></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 Privacy Act. The information will be stored in a series of Canada Council data banks described in <i>Info Source</i>, a government publication that is available on the Internet. All other information may be accessible to others under the Access to Information Act.</p> <p>The Canada Council for the Arts may share information related to applications and awards with officials in other arts and cultural industry funding agencies, on a confidential basis, to assist with program planning and evaluation.</p>
<p><b>Grant Terms and Conditions</b></p>	<p><b>If your application is successful</b>, the terms and conditions will be outlined in the grant notification letter. These are some of the conditions:</p> <p><b>Grant Payments</b></p> <p><b><i>Multi-Year and Annual Funding</i></b></p> <p>In general, each grant will be paid in two instalments yearly:</p> <ul style="list-style-type: none"> <li>• the first represents 90 percent of the grant and will be paid at the beginning of the company's fiscal year, unless there are specified conditions to be met before release of this payment</li> <li>• the second and final instalment, of 10 percent, will be paid once the Dance Section staff have received and approved the final reports mentioned below.</li> </ul>

## Grant Terms and Conditions (continued)

### ***Project Funding***

Companies may not apply to the Creation/Production in Dance program for project funding. They must apply for multi-year or annual support. As indicated above, however, the PAC may decide to award project support instead.

Although project funding grants may be paid in one instalment, they will generally be paid in two:

- the first represents 90 percent of the grant and will be paid upon receipt of any requested additional material or revised budget, if applicable
- the second and final instalment, of 10 percent, will be paid once the Dance Section staff have received and approved the final report.

### **Changes to Grants**

The Canada Council for the Arts reserves the right to 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 regular submission of reports to the Canada Council.

### **Reporting**

Organizations must provide and regularly update an organizational profile (part of the application form) for assessment purposes.

Organizations must provide brief **written** updates on any artistic, administrative or financial occurrences that result in **significant changes to the organization's planned program of activities**.

All successful applicants will be required to submit written reports along with financial and statistical information, according to the schedule outlined on their grant notification form. For revised budgets and statistics, applicants must update the appropriate columns in the *CADAC Operating Grant Financial Form for Arts Organizations* and *CADAC Statistical Form for Arts Organizations* and submit them electronically to CADAC.

The usual requirements are as follows:

- A revised budget (not applicable to all applicants)
- A revised budget projection, at the beginning of each new fiscal year, from multi-year grant recipients
- Three months after the end of the organization's fiscal year, a written summary of the activities of the completed season; the audited financial statements or review engagement; revised budget, revised statistics and revised appendices A, B, C, D, E and F.

Comparisons of projected and actual budgets are important. Successful applicants must follow the instructions provided with notification of the award.

### **Acknowledgement of Canada Council for the Arts Support**

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.



### Creation/Production in Dance: Multi-Year and Annual Funding

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

**PART A1 – IDENTIFICATION, GRANT REQUESTED, CADAC ID AND DECLARATION**

<b>Registered name/legal name of organization</b>	<b>Name of grant recipient</b> (and address if different from permanent address)
<b>Permanent address:</b>	
Street and apartment/suite number	Street and apartment/suite number
City	City
Province or territory      Postal code	Province or territory      Postal code
Telephone      Fax	Telephone      Fax
Email      Website	Email      Website

**GRANT REQUESTED**

You are applying for:     ~~Multi-Year Funding~~ — or     **Annual Funding**

**Amount requested** (see application guidelines): \$ \_\_\_\_\_

**Financial year-end** (day/month/year): \_\_\_\_\_

**CADAC ID**

**CADAC ID:** \_\_\_\_\_

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

**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 organization, we:

- have carefully read the eligibility criteria for this program, which are described in the application guidelines, and the organization we represent meets the criteria;
- understand that our application will not be eligible if any of the organization's final reports that are due for Canada Council grants have not been submitted to and approved by the Canada Council before we submit this application.
- accept the conditions of this program as outlined in the guidelines;
- agree to accept the to accept the Canada Council's decision;
- are aware that the Canada Council is subject to the *Access to Information Act* and the *Privacy Act*, as described in the application guidelines.

**We certify that the information contained in this application is complete and accurate, to the best of our knowledge.**

---

Chairperson

Signature

Date

---

Artistic Director

Signature

Date

---

General Manager/Administrative Director

Signature

Date

**ORIGINAL SIGNATURES ARE REQUIRED**

**PART A2 – INCREASE IN THE AMOUNT OF GRANT REQUESTED (IF APPLICABLE)**

**Is your company requesting an increased level of support compared with its last grant?** If so, explain how this increase will be used. Attach one paragraph on a single page. Please make sure that the financial information provided shows clearly where the requested increase would be used.

**Note:** The peer assessment committee (PAC) looks at requests ranging from “no increase” to “significant increase”. If you are requesting an increase, the PAC needs to know why the increased support is required.

**PART A3 – PROFILE OF ORGANIZATION**

Provide the information requested below. You may use point form if you wish.

1. What is your company's stated artistic mandate?
2. In what year was the company formed?
3. Approximately how many dance works have been created/commissioned/remounted since the formation of the company?
4. What is a typical cycle of production for your company? Include periods of research, creation and/or remounting, production and touring.
5. Provide a brief list of major events or changes, positive or otherwise, that have occurred over your company's history. Please include dates.
6. In the case of a repertory company, providing a list of artistic directors and their periods of association with the company, if space permits, is useful.

Use a font size of 11 points or larger and print on one side only, on white 8½ x 11 inch paper. **Please limit the profile to one page.**

- Check this box if you wish future artistic assessors to receive a copy of the artistic director's curriculum vitae (maximum of five pages, to be included with your application form).
- Check this box if you wish future artistic assessors to receive a copy of the Intent section of Part B.

**Note:** This document is given to:

- Artistic external assessors, as background information for the preparation of a written assessment.
- Members of the Creation/Production in Dance program peer assessment committee. The profile provides an introduction to your company, assisting members when they attend performances or other company events.
- Members of the Canada Council for the Arts' board. (All company profiles are available to members of the Canada Council.)

**PART A4 – STRUCTURE OF THE ORGANIZATION**

Please attach the following information to this section.

1. Board of directors – Provide the names of the past president, president or chairperson, treasurer and other officers of your organization. Indicate the professions and corporate affiliations, if any, of executive committee members.
2. Details of incorporation (as applicable) – Include the legal name under which your company is incorporated, the type of charter, date of the charter and charitable registration number. Attach the legal mandate of the company (if you are applying for the first time, submit a copy of your legal incorporation documents.)
3. Affiliates – Name any foundations, businesses, and/or other non-profit organizations to which your organization is related financially or through other types of affiliation. Examples include a dance school, a foundation for your organization, an endowment administered on behalf of your organization by another organization, a management or umbrella management service, and a provincial or territorial dance service agency. Briefly explain the nature of the affiliation in each instance.
4. Core personnel – List your core artistic and administrative staff, using the designations *full-time all year long*, *full-time during the season*, *part-time positions* and *short-term contracts*. To ensure that you are using these terms correctly for the purposes of the application, please see Appendix B. Indicate those who are Canadian citizens or permanent residents with an asterisk.
5. Dancers' standard contract – Attach a copy of the standard contract you use to engage your dancers.

**PART B – BASIS OF ASSESSMENT**

The weighted criteria used by the peer assessment committee to adjudicate applications to this program are as follows:

**Artistic Merit** (60 percent); **Outreach and Audience Development, Dissemination and Touring** (25 percent); and **Administrative and Financial Stability** (15 percent). Three statements are required corresponding to each of the three assessment criteria. These are given relative importance (or weight) in determining the level of support that may be approved for your company. Carefully re-read the assessment criteria set out in the section of the Program Guidelines about Completing the Application Form.

Because of the amount of documentation the PAC has to read, Part B submissions must be limited to a total of **8 pages**, in the case of **annual funding** applications, and **15 pages for multi-year funding** applications. Text exceeding the permitted maximum number of pages **will not be presented** to the members of the peer assessment committee.

The statements should be as concise and specific as possible. You must use a font size of **11 points or larger** and print on one side only, on white 8½ x 11 inch paper.

**Artistic Statement:** Use subheadings mentioned in the Program Guidelines (*Intent, Past Accomplishments and Future Projects, Impact*) to divide the first statement into three parts. If your company's ongoing artistic creations and productions include the creation and production of works for young audiences or processes with non-artists (communities), please reference these activities throughout this section under *Past Accomplishments and Future Projects*.

The **intent** of a company can be described as its mission, its vision or its purpose. The **realization** of this intent results in significant public presentations and, in some cases, extensive public processes with communities. The PAC uses written assessments to evaluate these public presentations in terms of quality of practice, production values, outcome, repertoire, innovation/tradition, risk-taking/preservation, and the integrity of the whole. The **impact** of a company's work is evaluated in terms of the resonance of the presentations, the company's position in the milieu, its creative processes and the impact of its work on the public.

**Outreach and Audience Development, Dissemination and Touring Statement:** A minimum of **two pages** is requested for this statement. If your company has developed special tools or activities to increase audience attendance, and/or expand and deepen audience understanding and appreciation, describe them here. If your company has adapted its repertoire for schools, young audiences or educational programs, describe these initiatives in this section. Provide information on dissemination plans and priorities, including tours, residencies, etc.

**Administrative and Financial Stability Statement:** This section refers to the administrative infrastructure that supports your company's work. The PAC considers a company's financial stability, its planning and allocation of resources, diversification of revenue sources, appropriateness of the administrative structure, and board-approved long-term artistic and financial objectives and outcomes. If there is a deficit greater than 10 percent, a deficit reduction strategy must be included in this statement. A significant accumulated deficit may impair the company's ability to secure multi-year or annual funding. Refer to point 3 under Completing the Application Form before completing this section.

When you re-read your application, check to see that you have accurately described your activities (WHAT DOES YOUR ORGANIZATION DO?), explained its goals (WHY IT DOES THEM) and the means used to reach its goals (HOW IT DOES THEM).

**Applications for Multi-Year Funding will not be accepted for the 15 November 2011 competition.**

**PART C – FINANCIAL AND STATISTICAL INFORMATION**

The information provided in this part, in the form of financial reports and budget forecasts, lets the Canada Council 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 receive operating grants, while also allowing these 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](http://www.thecadac.ca).

You will be required to submit financial and statistical information for the current season (2011-12) and the next season (2012-13). You must also submit financial and statistical information to CADAC for the two previous seasons (2009-10 and 2010-11).

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

**STEP 1**

Register your organization with CADAC at [www.thecadac.ca](http://www.thecadac.ca) as early as possible to ensure that you have enough time to assemble the required financial information.

**STEP 2**

Consult the *CADAC User Guide* and the video tutorials.

**STEP 3**

Download, complete and **upload and submit** in CADAC the “CADAC Financial Form for Arts Organizations” and “CADAC 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 and submit it to CADAC.

**STEP 4**

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 when you reporting for the 2010-11 fiscal year and onward.** 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 D (APPENDICES) – SUMMARY OF MAJOR ACTIVITIES**

Please refer to the document entitled *How to complete the appendices to the Creation/Production in Dance program application form* and provide this information using the Excel spreadsheet available on the website of the Canada Council. Complete only the appendices that apply to your organization's activities. If Appendices G and I do not apply to your organization, please check the boxes marked "not applicable" in the top right corner of the appendices and return them with the completed application.

**The appendices supplement the information provided to the Dance Section and the peer assessment committee, clarifying the applicants' budgets and contributing to a more accurate analysis of the state of dance in Canada.**

**PART E – AUDIOVISUAL SUPPORT MATERIAL**

Please provide **eight copies** of a DVD or VHS of **your most recent work**, in its entirety or partial. If the DVD presents the complete work, please indicate a segment lasting no more than 10 minutes that is recommended for viewing. Do not send promotional videos. Please identify your documentation with the name of your company, the title of the work, the duration of the DVD or VHS, as well as the year the work was created.

This documentation is not used during the peer assessment committee's discussions since the written evaluation is the main tool used. However, this material may be useful for members who have not seen your recent work. The committee may refer to it during their discussions. The submission of a **DVD** or **VHS** is strongly recommended. The lack of a DVD or VHS does not make the application ineligible, but can be detrimental to its adjudication.

**PART F – CHECKLIST**

Use this checklist to confirm that you have completed all relevant sections of the form and have included all required support material. You must include the following items in the order shown below. **Please check the appropriate boxes to confirm.**

- Part A1 – Identification, Grant Requested, CADAC ID and Declaration (original signatures required)
- Part A2 – Increase in the amount of the grant requested (if applicable)
- Part A3 – Profile of the Organization
  - Profile of the company
  - Curriculum vitae of the artistic director
- Part A4 – Structure of Organization
  - Dancer's standard contract
  - Legal incorporation documents (if you are applying for the first time)
- Part B – Basis of Assessment
- Part C – Financial and Statistical Information
  - CADAC Financial Form for Arts Organizations* (submitted electronically to CADAC)
  - CADAC Statistical Form for Arts Organizations* (submitted electronically to CADAC)
  - Financial statement OR review engagement (consult the requirements in Part C, submitted electronically to CADAC if possible)
  - Audited financial statements for affiliated organizations (if any)
- Part D (APPENDICES) – Summary of Major Activities
- Part E – Audiovisual Support Material
  - Eight (8) copies of a DVD or VHS of your most recent work

**Send your application** to the:

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



Canada Council  
for the Arts

Conseil des Arts  
du Canada

DANCE SECTION

## HOW TO COMPLETE THE APPENDICES TO THE CREATION/PRODUCTION IN DANCE PROGRAM APPLICATION FORM

The following notes provide definitions of terms and guidance to help you complete the appendices to the application form for the Canada Council for the Arts' *Creation/Production in Dance* program. If you are unable to fit your company's situation into the categories provided, contact a Dance Section Officer – he or she will be able to provide helpful advice.

### APPENDIX A – SEASON SNAPSHOT

#### Audience Statistics

- *Range of ticket prices for major home performances:* Provide your company's typical ticket price range for your main home performances produced in your primary venue. Use events that are somewhat comparable from year to year. If you do not have a major home season every year, put "n/a" in the space for those years without one.
- *Range of guaranteed fees:* Provide the range of guaranteed fees your company typically receives on tour. Ignore unusually high or low fees.

#### Contributions to the Local Dance Community

- Fill in the categories that describe the services your company provides to other artists. The focus is on services to your local community, not the workshops, master classes, etc. that you provide as part of your touring activity.

### APPENDIX D – SUMMARY OF ACTIVE REPERTOIRE

- *Major new production:* Use this description for works that have been previously created or acquired for your company, and for which there is a significant financial investment for creating new or refurbishing costumes, sets and other production elements.
- *Community process:* Use this description for works in which there is significant community involvement in the creative process. "Community" is used here to mean people with no professional training in the arts. "Creative process" is used here to mean a process of creation led by the professional artists of your company.

### APPENDIX G – RELATED AND INTEGRATED ORGANIZATIONS

Identify the organization(s) with which your company has a close relationship, where there is an integration of activities, management, personnel or finances. This does not include Management Service Organizations that provide administrative services to your company.

- *Where revenue and/or expense is included on Financial Form:* if the financial transactions or net results of the related organization are not included anywhere in your budgets, put *Not Applicable*. Otherwise, indicate the budget lines where the related expenses and/or revenues are included.

## **APPENDIX I – IN-KIND GOODS AND SERVICES**

*In-kind goods and services:* These are goods or services provided to the company without cost or at a discount. Examples include: free media advertising, donated catering services for receptions, discounted hotel rooms, etc. Time contributed by volunteers, community promotional listings and other such services normally provided to not-for-profit organizations free of charge should not be included.

Companies that account for in-kind donations in their financial records should complete the top portion of the Appendix, showing the sources of these gifts and the types of goods and services provided. In categorizing the revenue sources, approximate the amounts for each group if your financial records don't allow you to easily determine them.

For notable in-kind contributions that are not included in the financial records, complete the bottom portion of the Appendix, estimating the approximate value.

### **Further Information**

If you have questions, contact the Program Officers **Ellen Busby** (at extension 5506) or **Louise Gagné** (ext. 4511).

Telephone: 1-800-263-5588 (toll-free) or 613-566-4414

ellen.busby@canadacouncil.ca  
louise.gagne@canadacouncil.ca

Fax: 613-566-4409

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

DAFO2Einstappendices 07-11