

**Creative Trust Outreach Initiative
Awards Program Description and
Application Form**

Application Deadline: November 3, 2006

CREAT*i*VE TRUST
Working Capital for the Arts

Creative Trust's Outreach Initiative has received generous support from the following:

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Department of Canadian Heritage
Ontario Trillium Foundation
Ontario Arts Council
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The Harbinger Foundation
The Government of Ontario,
through the Ministry of Culture
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**THE OUTREACH INITIATIVE AWARDS PROGRAM DESCRIPTION AND APPLICATION FORM IS ALSO
AVAILABLE ONLINE AT WWW.CREATIVETRUST.CA**

Creative Trust Outreach Initiative Awards Program Description

Creative Trust Outreach Initiative

Creative Trust's Working Capital for the Arts program was launched in 2003 to support and strengthen Toronto's mid-sized creation-based performing arts companies, by helping them strengthen their management skills, achieve financial balance, and acquire and maintain a fund of working capital. It combines an intensive working process in which 22 participating companies obtain technical assistance for strategic planning, financial management, fundraising and any other area of need, with matching deficit elimination grants and working capital awards.

The Outreach Initiative, launched in April 2005, expands the reach of Creative Trust's activities to include 30 small, indie and culturally diverse organizations, providing them with access to the learning and collaborative opportunities at the heart of *Working Capital for the Arts*. Performing arts companies with annual budgets under \$400,000 were selected based on their artistic vitality, community impact, efforts to develop and stimulate a diverse, engaged audience, and capacity to build their organizational skills, strength and sustainability.

Our purpose is to help these companies build strong and stable support systems through learning, sharing and exchange – a dynamic process that builds relationships and recognizes diverse cultural perspectives, methods, successes and challenges at every step of the way.

The goals of the Outreach Initiative are to:

- Help participating companies build artistically vital, financially balanced organizations
- Share the best practices and models developed in the *Working Capital for the Arts* program with a broad sector of the community
- Identify and share the leading innovative practices and models developed by small, indie and culturally diverse companies with the whole community
- Build the long-term health and sustainability of a group of companies essential to Toronto's cultural well-being, and to the long term development of the arts in Ontario
- Contribute to developing a stronger, more vibrant arts community whose creative music, dance and theatre companies have the capacity to create, produce and present their work in a healthy and sustainable way

Outreach Initiative Awards Program

Creative Trust is offering a program of financial awards to members of its Outreach Initiative.

The awards will support activities or investments that contribute towards a company's long-term organizational stability and sustainability, as identified through participation in Creative Trust's Outreach Initiative.

These one-time only Awards will acknowledge success and progress of recipients within the Outreach Initiative, and support activities that will help companies continue to build their sustainability. Awards made will be to a maximum of \$10,000 each.

Eligibility

Companies applying to the program must meet the following eligibility criteria:

1. Be a member of the Creative Trust Outreach Initiative, having received and accepted an invitation to participate

2. Have demonstrated active participation by one or more company members (artistic, production, administrative, or board) in the activities of Creative Trust's Outreach Initiative
3. Have an excellent track-record of attendance at seminars, learning events and roundtables offered through the Outreach Initiative
4. Have completed a well-developed Planning Profile as a result of active participation in Creative Trust's Outreach Initiative *Mission and Mandate Roundtables*

Because the Outreach Initiative is significantly funded by the Department of Canadian Heritage, companies that have received a Canadian Arts and Heritage Sustainability Program (CAHSP) grant for the year 2006/07 will not be eligible to receive a Creative Trust Outreach Initiative Award.

Application Process

Applicants who meet the eligibility criteria and intend to submit a proposal must speak to Creative Trust staff in advance of making their submission.

Completed applications must be postmarked no later than November 3, 2006 to:

Creative Trust
Outreach Awards
215 Spadina Avenue, Suite 129
Toronto, Ontario M5T 2C7

Examples of activities that support sustainability (proposals may include more than one)

- Purchase of software or equipment which create efficiencies, support human resources and professionalize systems, documents and record-keeping
- Creation of fund-raising resources e.g. a new sponsorship cultivation kit that can be modified and updated over time to be used in corporate and foundation fundraising and/or individual giving campaigns
- Acquisition of essential properties or tools used on an ongoing basis in production or for documentation of productions
- Acquisition of permanent training resources, tools and properties for ongoing use by companies with a training program
- A retreat for staff and board to problem-solve and contemporize strategic plans
- Creation of transition and succession tools
- Travel to bring in essential management expertise unavailable locally but essential to long-term viability of the company
- Travel by a company member to acquire essential management expertise outside Toronto/Ontario
- Creation of electronic, image and material archives of the company's work to help build new support and create a legacy
- Acquisition of in-house health or safety tools
- Other activities identified by the organization applying for funding

Examples of activities that are not eligible

- Staff or artist fees
- One-time campaigns or events
- Outstanding payments or debts
- Production or marketing costs

Selection Process

Applications will be assessed and reviewed by a selection committee made up of Creative Trust staff, board and one outside assessor.

Proposals will be evaluated on the basis of

1. Evidence of the company's commitment to its own sustainability through concrete goals and ideas
2. Compatibility of the proposed activities with the company's vision and goals as outlined in the Planning Profile
3. Merits and feasibility of the work plan

The committee will consider all applications, rank eligible applicants based on the criteria above, and make recommendations of Award recipients and amounts to Creative Trust's Board of Directors. The Board of Directors' decision will be final.

Feedback from the selection committee will be available to applicants following the announcement of Award recipients.

Announcement and Awards Payment

Proposals will be assessed and the selection process completed in order to be able to announce results by mid-December.

Payment of 90% of approved Awards amounts will be made by year-end 2006 (December 31st, 2006).

Award recipients will be required to submit a Final Report, to include samples and/or evidence of the completion of the work for which the Award was received, and the results and benefits of the Award.

Payment of the final 10% of approved Awards will be contingent upon receipt of the Final Report (due within one year following grant receipt.)

**Creative Trust
Outreach Initiative Awards
APPLICATION FORM**

1. CONTACT INFORMATION

Name of organization: _____

Name and title of main contact: _____

Address: _____

Telephone: _____ Fax: _____ Email: _____ Website: _____

Complete, as applicable:

Artistic Director: _____

Manager/Administrator/Producer: _____

Board President: _____

2. ORGANIZATIONAL INFORMATION

Date of incorporation: _____ Registered non-profit?: _____ Collective?: _____

How long has your organization been in operation? _____

Registered Charity Business Number, if applicable: _____

Please provide numbers of paid staff.

Title (s)

Full-time year-round

Part-time year-round

Full-time seasonal

Part-time seasonal

Contract (non-performing artists)

How many volunteers (excluding Board members) were engaged in your organization in the last 12 months?

How many volunteer hours were provided? _____

What activities did your volunteers undertake? _____

3. BOARD OF DIRECTORS

According to your by-laws, what is the authorized size of your Board? _____

How many Board positions are presently filled? _____

Please **attach** a list of your Board members and officers

(If a Collective, please **attach** a list of Collective members.)

4. FINANCIAL INFORMATION

Please **attach** a copy of your latest (audited, if possible) year-end financial statements.

5. PROJECT DESCRIPTION AND BUDGET

Please **attach a brief description (no more than 2 pages) of the project, activities, acquisitions, and/or combination** you wish to undertake with the assistance of an Outreach Initiative Award, including answers to the following:

- What needs, as outlined in your company's Outreach Initiative Planning Profile, does this project address?
- In what way is this project likely to make your organization more stable or sustainable?

Attach a one-page budget showing expenses to be incurred in the above project. The Creative Trust Outreach Initiative Award may be used to cover up to 100% of project costs. Please indicate any additional sources of revenue (projected or actual) if you plan to supplement Creative Trust funds with other monies to cover some of the proposed costs.

Please **attach a copy of your Planning Profile**, as completed and revised for Creative Trust's *Mission and Mandate Roundtables*. (If you have continued to work on your Profile since then, please note that and enclose the most up-to-date version.)

6. BOARD (COLLECTIVE) RESOLUTION

Please attach a copy of a board (or collective) resolution supporting this application and committing to fulfill the requirements of the Creative Trust Outreach Initiative Awards program, as described in the Program Description.

7. AUTHORIZATION

We confirm that the information contained in and attached to this application is accurate to the best of our knowledge. If our organization is awarded a Creative Trust Outreach Initiative Award, we agree to undertake and complete the project described in this application.

President (if applicable)

Artistic Director or Programming Head

General Manager/Administrator/Producer

Date:

Date:

Date

Application Checklist:

- A copy of this Application Form, signed
- A list of your Board members and officers (if a Collective, a list of Collective members)
- Most recent Annual Financial Statements (audited, if possible)
- A description (no more than 2 pages) of the project, activities, acquisitions, and/or combination you wish to undertake
- A one-page project budget
- A copy of your Planning Profile
- A copy of a Board (or Collective) resolution supporting this application