



PROGRAM GUIDELINES – 2018/19
OPERATING ASSISTANCE PROGRAM - Book Publishers
Application deadline: September 30

GENERAL INFORMATION – OPERATING ASSISTANCE PROGRAM

The BC Arts Council's Operating Assistance Program aims to provide consistent and responsive funding to assist the general operations of established professional arts and cultural organizations across disciplines; in so doing, the program supports the sustainable delivery of high quality and impactful arts programs and services to communities across the province.

The Operating Assistance Program supports organizations' operations over a funding cycle of up to four years, determined by discipline, type of organization and/or status within the program. Lengths of funding cycles, application requirements and eligibility criteria vary across disciplinary and other sectoral considerations. All applicants must meet the specific eligibility requirements included in the Program Guidelines. Applications from organizations not currently receiving Operating Assistance are only accepted in Year One of a funding cycle.

***The Operating Assistance Program – Book Publishers** supports BC-based, Canadian-owned book publishers committed to developing and promoting Canadian writers through publishing works of literary, artistic or cultural importance for the general public.*

The Operating Assistance Program – Book Publishers is in Year One of a two-year funding cycle.

The Operating Assistance Program offers funding through Extended Cycle and Annual grants:

- 1) **Extended Cycle:** provides established, stable organizations with a fixed funding level over an extended funding cycle. Eligible, approved organizations will receive an operating grant each year based on an initial request and an established base operating grant, subject to annual reporting and budgetary approvals. Organizations on Extended Cycle Status must submit a report by the program deadline annually in order to receive a grant in each of the subsequent years within their funding cycle.
- 2) **Annual Status:** provides funding for annual operations to organizations that are newly entering the operating program; experiencing significant transition; or requiring closer monitoring as identified by the Advisory Committee, Council or staff in consideration of Program Guidelines and Council policy. Those organizations placed on Annual Status must submit a full Operating Assistance – Annual Status application by the program deadline each year.



Enhanced Capacity:

2018/19 applicants to the Operating Assistance Program – Book Publishers are eligible to apply for Enhanced Capacity Assistance. Full information on applying to this new program is included as an addendum to these program guidelines.

All applicants must indicate their intention to apply for Enhanced Capacity on the Operating Assistance application form and must submit the Enhanced Capacity request with the Operating Assistance application for the September 30 deadline.

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BC Arts Council program guidelines and application forms are revised annually

About the BC Arts Council: New Foundations

The BC Arts Council is an agency of the provincial government established by the *Arts Council Act*, for the purposes of:

- Providing support for the arts and culture in British Columbia;
- Providing persons and organizations with the opportunity to participate in the arts and culture in British Columbia; and
- Providing an open, accountable and neutrally administered process for managing funds for British Columbia arts and culture.

In July 2018, the BC Arts Council released [New Foundations: Strategic Plan for the British Columbia Arts Council 2018-2022](#), which articulates the following vision:

“Artists and cultural organizations in British Columbia are well-supported, thriving, and able to reach their full potential under principles of equity, diversity, accessibility, and reconciliation. Arts and culture are seen as fundamental to developing vibrant and resilient communities, where the people of British Columbia are highly engaged in the province’s unique arts and culture sector recognized for its innovation and leadership in Canada and abroad.”

Strategic Directions

The new strategic plan lays out four new strategic directions for the BC Arts Council, intended to facilitate more equitable access to arts funding and informed by the current context facing the arts and culture sector in B.C.:

- Sustainability and Creative Development
- Equity, Diversity and Access
- Indigenous Arts and Culture
- Regional Arts and Community Arts

Values

The current year is one of transition, as Council’s funding priorities and programs begin to navigate from the previous strategic plan to the full implementation of its new strategic directions. Throughout this transition, Council is highlighting and strengthening some of its previous commitments, as expressed through values such as access, recognition, engagement and consultation, while signalling the new values that will guide all of Council’s decisions and activities, from program design to the peer review process, into the future:

- Artistic Development and Achievement
- Indigenous Engagement and Cultural Vitality
- Equity, Access and Diversity
- Collaboration and Partnerships
- Engagement and Participation
- Recognition and Promotion
- Fair and Transparent Governance

Throughout all of its work, the BC Arts Council is committed to upholding the principles outlined in the [Calls to Action of the Truth and Reconciliation Commission](#) and the [United Nations Declaration of the Rights of Indigenous Peoples](#) (the Declaration), as adopted by the Province of British Columbia.

About the Operating Assistance Program – Book Publishers

The Operating Assistance Program – Book Publishers contributes to the support of activities of professional book publishers in BC that are committed to developing and promoting Canadian writers through publishing works of literary, artistic or cultural importance for the general public.

The Operating Assistance Program – Book Publishers is entering Year One of a two-year funding cycle.

All eligible Book Publishers will apply in Year One. Assessment will determine whether successful applicants will be placed on Extended Cycle or Annual Status.

- **Extended Cycle Status:** Book Publishers placed on Extended Cycle Status will be approved for a grant amount that will remain fixed for each year of the funding cycle. Organizations on Extended Cycle Status must submit a report annually by the program deadline in order to receive funding for Year Two. Full information about the requirements for the Extended Cycle Interim Report, including the Interim Report Form, is available [on our website](#).
- **Annual Status:** Approved Book Publishers that are new entrants to the operating program; those experiencing significant transition; or those requiring closer monitoring as identified by the Advisory Committee, Council or staff in consideration of Program Guidelines and Council policy, may be placed on Annual Status. Annual Status applicants will be required to submit a full application in Year Two of the funding cycle.

The BC Arts Council will not accept new applications for Operating Assistance during Year Two of the funding cycle.

Eligibility for the Operating Assistance Program – Book Publishers

Current recipients and eligible new applicants to the Operating Assistance Program may apply to the September 30 deadline for Operating Assistance – Book Publishers provided they meet the criteria below.

All eligible applicants must:

- Have been a legally registered company or society in BC for at least the previous three years.
- Have operated for at least the previous three years with book publishing as its primary (rather than a peripheral or occasional) business, with the publication of original titles as the focus of that business.
- Have its head office, general office, editorial office, general operations, and management based in BC and have done so for at least the previous three years.
- Be managed and financially controlled by BC residents (who own at least 75% of the company).
- Compensate artists by paying fees at industry standards, and adhere to the international intellectual property rights standards.
- Maintain full control over editorial process, and have editorial independence from any other company. Where affiliations with other companies or agencies exist, publishers must be able to demonstrate separate editorial departments, budgets, and financial statements for the book publishing operation.

- Have at least eight eligible titles in print; have published a minimum of three eligible first edition titles per year for the past three years; and be committed to an ongoing program of publishing original titles.
- Have at least 75% of the titles produced by authors other than principals in the company or related companies.
- Issue clear royalty statements on a regular basis and fulfill all contractual obligations to writers, illustrators, translators and other copyright licensors. Publishers owing payments to writers, illustrators, translators and (or) other copyright licensors as of the application deadline may not be eligible for funding.
- For organizations that are not currently receiving Operating Assistance:
 - Applicants must have received at least two Project Assistance for Book Publishers awards from the British Columbia Arts Council within the past five years.
 - Applicants must establish eligibility with Council staff before making an application and are encouraged to do so at least four weeks before the application deadline.
- For organizations that have previously received Operating Assistance:
 - Eligibility is reviewed annually.

Ineligible applications will not be reviewed by the Advisory Committee.

Exclusions

Operating assistance is not available for:

- start-up costs
- seed money
- capital expenditures (construction, renovation, or purchase of property or equipment)
- feasibility studies
- budget deficits

Application Requirements – Book Publishers

All applicants are encouraged to discuss their request with the appropriate program officer prior to submission.

The application must be printed on single-sided, standard letter-sized white paper, font size 11 or larger with one inch margins, and submitted unbound and without staples.

It is the applicant's responsibility to ensure applications are complete and all application requirements are included. The BC Arts Council will not contact applicants to address errors in applications or missing application requirements, including support material, other than that required to determine eligibility. Eligible applications and any supporting material will be assessed as they have been submitted.

Applications must include:

- A signed, completed Operating Assistance for Book Publishers application form, which includes:
 - A list of Owners, Shareholders and Board Members (as applicable).
 - A list of key personnel.
- A written statement (12 pages max.). Please see application form for full requirements.
- All eligible titles published in the past two years, as support materials.
- Two copies of your organization's most recent Financial Statements.

- Six copies of each catalogue for the current year.
- A completed Title Information Summary – Appendix A for all eligible titles published for previous, current and requested fiscal years.
- Statistical and Financial Data - Appendix B. Support material will not be returned.

FINANCIAL STATEMENTS

Financial Statements must include:

- a Balance Sheet, Income Statement and Notes;
- an itemized list of grants identified by funder, either in the income statement or in an attached schedule; and,
- a breakdown of operating net assets, distinguishing between unrestricted net assets and capital assets.

The type of Financial Statements required is based on the recipient's last BC Arts Council award (excluding special projects); in the case of new applicants, internally prepared financial statements are acceptable. Internally prepared financial statements must be signed by two board members of the organization. Council staff reserves the right to request audited Financial Statements if deemed appropriate, regardless of the amount of the applicant's last award.

For applicants operating under the umbrella of a local government or post-secondary institution, financial statements must include a statement of income and expenses for the applicant's activities alone, signed by the umbrella organization's financial officer, in addition to notes indicating if the applicant entity may accrue assets, surpluses or deficits from one year to the next.

BC Arts Council Grant for last fiscal year	Minimum Required Documentation
Up to \$10,000	Internally prepared Financial Statements signed by two board members
\$10,001 - \$25,000	Independently prepared Financial Statements
\$25,001 - \$100,000	"Review Engagement" Financial Statements
Greater than \$100,000	Audited Financial Statements

Assessment Criteria

Applications will be evaluated through peer adjudication by an advisory committee against the Operating Assistance for Book Publishers program objectives and the following three key assessment criteria. The relative weight given to each of these criteria is indicated in brackets.

Throughout the application and assessment, applicants and the advisory committee should:

- Consider and discuss how the organization fulfills its mandate, mission and values through each of the three areas of assessment.
- Respond to the core values and strategic directions of Council presented above in considering and discussing each of the three areas of assessment as they relate to the applicant's mandate, mission, values and activity.

In evaluating each application, the advisory committee is asked to consider a number of possible criteria under each area of assessment. It is important to note that not all of the criteria will apply to every applicant; rather, they are examples of aspects that might be considered and should be addressed in the application if relevant to the organization and its work. Additional aspects may be considered based on the context of individual applicants.

Applications are assessed against these criteria alongside a number of equally eligible applications, including those from organizations not currently receiving operating assistance.

An essential element of any application is insightful, critical self-reflection. Members of advisory committees want to hear the applicant's own assessment of the problems faced and the creative solutions under consideration.

In each area, the advisory committee considers the organization's reflection on both past achievement and proposed plans.

QUALITY OF PUBLISHING PROGRAM (40%)

The advisory committee will assess the quality of the publishing program and the clarity and fulfillment of the editorial vision. Advisory committee members may consider and discuss:

- The organization's publishing program in the current and request year, and over the past several years.
- How the publishing program relates to or fulfills the applicant's mandate, mission and editorial vision.
- The overall quality of the writing and editing, selection of authors and editorial choices.
- Quality of presentation (e.g. page and cover design, print quality, etc.).
- The organization's ongoing level of engagement with artists, organizations, and artistic and cultural practice in the context of a regionally, artistically and culturally diverse province.
- The organization's ongoing level of engagement with artists, organizations, and artistic and cultural practice in the context Indigenous cultures and communities.

CONTRIBUTION TO CANADIAN LITERATURE (30%)

The advisory committee will assess the publishing program's contribution to Canadian literature through its engagement with writers, artists and the literary community, as well as its commitment and contribution to innovation within the discipline. Advisory committee members may consider and discuss:

- Contribution of publishing program to Canadian literature, and an appreciation of the arts in Canada, including the number of eligible titles within the current and proposed year.
- Publication of new writers and the introduction of new themes or styles that help to develop literature.
- Demonstrated commitment to keeping literary books in print (reprint policies).
- The publishing program's level of engagement in the context of BC's geographic, Indigenous and cultural diversity.
- The inclusion of and engagement with appropriate protocols and practices, particularly in regard to Indigenous artists and communities (see Considering Cultural Context below).

ORGANIZATIONAL CAPACITY (30%)

The advisory committee will assess the organization's marketing and management practices, including policies, planning and governance, leading to sustainability and growing recognition of the organization. Advisory committee members may consider and discuss:

- Marketing:
 - Quality of marketing and promotional strategies and activities.
 - Quality of distribution methods.

- Knowledge of the publishing program’s audience, plus insight and strategies that will lead to further audience development.
- Commitment to development of an appropriately diverse readership aligned with the editorial vision.
- Management:
 - Sound financial planning and reporting.
 - Effective use of human resources.
 - Clear statements about compensation to authors and contributors.
 - Engagement with artists and professionals through editorial processes and organizational makeup that reflects the context of a regionally, artistically and culturally diverse province.
 - Vision for long-term viability, including succession planning or legacy of company.
 - Demonstrated capacity to realize the publishing program.
 - The quality of working conditions for those involved in the organization, including measures taken to create and maintain a safe work environment that is free of harassment and discrimination, to promote cultural safety, and to offer culturally appropriate support.

Considering Cultural Context

All applicants should consider the issues around cultural appropriation if using the cultural forms, aesthetics or iconography of cultural communities removed from their social, political and cultural roots. Cultural appropriation can also occur when there is insufficient credit given to the sources of artistic and cultural work. Cultural appropriation can cause harm to Indigenous and diverse communities through misrepresentation and stereotyping. It diminishes access and reduces the opportunity for artists from Indigenous and diverse cultural communities to tell their own stories.

If working with Indigenous peoples, communities, culture or intellectual property (including but not limited to stories, songs, dance, designs, art, traditional knowledge or other cultural expressions), applicants should consider the principles outlined in the [United Nations Declaration of the Rights of Indigenous Peoples](#) (the Declaration). The Declaration affirms that Indigenous peoples have the right to self-determination and the right to practice and revive their culture and traditions. As stated in Article 11 of the Declaration,

“This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.”

Article 31 of the Declaration affirms the rights of Indigenous peoples to maintain, control, protect and develop their cultural heritage, traditional knowledge and cultural expressions and their manifestations and intellectual property. If you are working with traditional knowledge, you will need to explain how you have addressed cultural protocols and/or received permissions where required.

Title Eligibility

Each applicant to Operating Assistance must have at least eight eligible titles in print; have published a minimum of three eligible first edition titles per year for the past three years. Each applicant is allowed to submit all eligible titles published over the past two years as support materials. These support materials will assist the advisory committee in assessing the quality of the publishing program and contribution to Canadian literature for each applicant.

Eligible titles must:

- Make a contribution to the development of provincial or national arts and culture.

In general, be in one of the following genres:

- Fiction

- Poetry
 - Drama
 - Graphic novels
 - Publications for children and young adults
 - Non-fiction
- Be written or illustrated by Canadian citizens or permanent residents of Canada.
 - Contain at least 50% Canadian-authored creative content (text or graphic).
 - Be accessible to a general reading audience and not exclusively intended for a specialized readership, academic or professional audience.
 - Have a royalty agreement (or a fee in lieu of royalties). If there is no royalty agreement, the publisher must demonstrate that any authors have been paid for their work.
 - Contain a significant portion of original material or make a significant contribution to arts and culture with previously sourced material. Ineligible material includes collections of verbatim interviews, pre-published articles, transcripts, or conference papers.
 - Have content that is entirely within the publisher's editorial control and not under the control of another financial stakeholder.
 - Be a minimum of 48 printed pages in length, or, in the case of children's books, 24 pages.
 - Be printed in Canada, except in the case of an international co-edition or a full-colour, highly illustrated book.
 - Be free of advertising other than for the publisher's own material.
 - Have a print run of more than 350 copies.

For translated works, in addition to the Title Eligibility Criteria above, the translation must be by a Canadian citizen or permanent resident of Canada.

For co-editions or co-publications, in addition to the Title Eligibility Criteria above, the publisher must clearly explain the partnership, including editorial control and financial contributions.

Reprints:

- Must meet the Title Eligibility Criteria above.
- Are limited to two new editions or new format reprints per application. Straight reprints are no longer eligible titles.
- Must be released at least 12 months after the original edition.
- Translated works, out of print titles acquired from publishers no longer publishing, and substantially rewritten books qualify as new works.

Unless a title makes a significant contribution to arts and culture, the following are not considered eligible titles:

- Directories, reference books, index compilations, almanacs, or bibliographies of minimal critical content.
- Instructional, personal-growth, or self-help books and manuals, including those of a devotional or spiritual nature.
- Testimonials, travel guides, travel picture books, guide books, trivia and quiz books.
- Books describing how-to techniques, skills, games, sports instructional books and cookbooks.
- Catalogues of exhibitions, calendars, diaries, agendas, and colouring books.

- Educational textbooks.
- Self-published books and books to which the author has made a financial contribution toward publication.
- Saddle-stitched books, except for picture books for children and books of poetry.
- Books written by owners or employees of the applicant's company, unless these titles represent less than 25% of the publisher's program each year.

Application Deadline and Submission

The deadline for the Operating Assistance Program – Book publishers is **September 30**.

Applications are accepted by mail and must be postmarked **by Canada Post or a courier company no later than September 30**. Applications may be hand delivered or delivered by courier to 800 Johnson Street, Victoria, BC, up to 4:00 p.m. on the deadline day.

Applications by email or fax will not be accepted.

Note: if the deadline falls on a weekend or statutory holiday, the deadline becomes the next business day.

Adjudication Process

Merit-based, independent peer adjudication is the primary method of evaluation.

Applications for Operating Assistance are assessed through peer adjudication by an advisory committee. Advisory committees are comprised of individuals with broad expertise in the book industry. When selecting advisory committee members, Council considers broad professional knowledge, expertise, geographical representation and diverse aesthetic, organizational, and cultural viewpoints, including those from Indigenous perspectives.

The following process is used to evaluate every application:

- The British Columbia Arts Council receives applications and acknowledges receipt by email within two weeks of the deadline.
- Council staff reviews applications for eligibility.
- The advisory committee evaluates the applications using the assessment criteria outlined above.
- The advisory committee submits to Council its recommendations for funding and conditions on the payment of awards.
- Council reviews the recommendations of the advisory committee.
- Council informs each applicant of its decision in writing.
- Applicants are urged to contact their program officer for feedback on their application.
- Within 30 days of notification of the results, applicants may appeal the decision based on Council's written appeals policy.

Notification of Awards

Decisions will be made within 16 weeks of the application deadline. All applicants will be notified by letter. Results will not be released by telephone or email.

Funding Status

Within the Operating Assistance Program, successful applicants may hold either Extended Cycle Status or Annual Status.

EXTENDED CYCLE STATUS

Under normal circumstances, the grant amount from Year One will remain stable for the subsequent year(s) of the funding cycle. Book Publishers on Extended Cycle Status will not submit a full application for support for Year Two but must submit an Extended Cycle Report, including additional documentation as required, to request and release their subsequent Operating Assistance grant. Full information about the requirements for the Extended Cycle Interim Report, including the Interim Report Form, is available [on our website](#).

The next full application for Book Publishers on Extended Cycle Status will be made in September 2020.

ANNUAL STATUS

Book Publishers receiving Operating Assistance for the first time may, at the recommendation of the Advisory Committee and approval by Council, be placed on Annual Status.

Annual Status may also be applied to organizations in transition or for which the Advisory Committee, Council or staff expressed a need to monitor more closely in light of Program Guidelines and Council policy.

Organizations placed on Annual Status will:

- Be required to submit a complete application on an annual basis; and,
- Be subject to annual adjustments to grant amounts within the stated funding cycle.
- Receive an award on an annual basis.

CONCERNED STATUS

Organizations funded through the Operating Assistance Program are subject to the BC Arts Council's Fair Notice Policy. The Fair Notice Policy warns poorly performing organizations of the possibility of a phased loss of all operating funding, unless significant improvements are achieved, through the designation and application of Concerned Status criteria.

Organizations that remain or are placed on Concerned Status under Council's Fair Notice Policy will:

- Be required to submit a complete application on an annual basis;
- Be subject to annual adjustments to grant amounts, including reductions of up to 20%, within the stated funding cycle; and,
- Receive an award on an annual basis.

PAYMENT OF AWARDS

All payments of grant monies to the grant recipient are subject to an authorizing appropriation under the Financial Administration Act.

Grant recipients must promptly inform the BC Arts Council of substantive changes to the organization, including:

- Significant shifts in structure, staffing or activities
- Major changes to proposed activities;
- Changes in legal status, ownership, corporate structure, name, or mandate;
- Danger of insolvency, bankruptcy, or credit protection;

- Legal proceedings that pose a financial or reputational risk.

The British Columbia Arts Council 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 or administrative direction.
- Does not meet its obligations as a grant recipient, including submission of reporting requirements to Council.
- Fails to comply with legal obligations.
- Demonstrates significant risk of insolvency or bankruptcy.
- Fails to respect the commitment to provide a safe and respectful workplace free from harassment, discrimination and sexual misconduct.

Advisory Committees and/or Council staff may also require organizations to provide additional information on an annual basis based on specific criteria or eligibility or policy concerns. In those cases, grants may be conditional or subject to adjustment based on these Changes to Awards guidelines, based on the information submitted, the recommendation of the Advisory Committees, and approval by Council.

APPEALS POLICY

The BC Arts Council appeals policy allows for appeals of funding decisions in Operating Assistance programs utilizing the Advisory Committee process. Appeals will be considered when the applicant can demonstrate that there was significant information available to the Committee at the time of adjudication that was not presented at the meeting or that was substantively misunderstood by the Committee.

The BC Arts Council will not consider any notices of intention to appeal that question only the assessment of the assessment criteria.

Grant Amounts

All applicants will request a grant amount for Year One that will serve as a base operating grant for the requests for the subsequent fiscal year(s) of the funding cycle.

The minimum grant amount within the Operating Assistance Program – Book publishers is \$20,000. There is no maximum grant amount. All applicants to the British Columbia Arts Council are encouraged to submit concise, realistic requests, responding to the assessment criteria.

Under normal circumstances, for organizations on Extended Cycle Status there will be no adjustments to the grant amount within a funding cycle and the base operating grant awarded in Year One will carry over for remaining fiscal years of the designated funding cycle.

Organizations placed on Annual Status or Concerned Status will be subject to annual application requirements and the possible adjustment of funding levels, at the recommendation of Advisory Committees and approval of Council.

Confidentiality and Recognition of Awards

CONFIDENTIALITY OF INFORMATION



The collection, use, and disclosure of personal information are subject to the privacy provisions of the *Freedom of Information and Protection of Privacy Act*. Your organization's information will be shared in confidence with members of the adjudication advisory committee. The names, locations, funded activity and award amount of successful award recipients will be published along with the amount of the award in the Annual Report of the BC Arts Council.

RECOGNITION OF ASSISTANCE

In recognition of funding, the support of the BC Arts Council and the Province of British Columbia should be acknowledged in all promotional materials, both hard copy and online. The approved BC Arts Council and provincial logo and graphics standards are available online in a variety of ready-to-use digital formats at <http://www.bcartscouncil.ca/mediaroom/logoanduse.htm>. The combined logo should be used on posters, brochures, print ads and programs and used where possible on media releases and signs related to the funded project.

As well, funded organizations with a website are encouraged to add a link to the BC Arts Council website.

Contact Information

Chris Gilpin – Program Officer, Publishing Programs
778.698.3585 | chris.gilpin@gov.bc.ca

A full list of program officers is available at <http://www.bcartscouncil.ca/about/coordinators.htm>.

For general information or further assistance, please contact:

Telephone: 250 356-1718
Email: bcartscouncil@gov.bc.ca

Program guidelines are reviewed annually.
Please ensure you are working with the most current
program guidelines for each intake.



ENHANCED CAPACITY ASSISTANCE

Program Addendum for Operating Assistance – Book Publishers

Enhanced Capacity Assistance is designed to provide flexible, responsive, general funding to assist organizations currently supported through the BC Arts Council's Operating Assistance program. This funding assists organizations to undertake significant strategic activity to address artistic and organizational challenges and opportunities, manage transition, support risk, introduce change and innovation, and/or enhance aspects of organizational capacity.

The program offers annual grants in set amounts of either \$15,000 or \$30,000 in each year of the Extended Funding Cycle within the BC Arts Council's Operating Assistance program. The Enhanced Capacity Program supports organizations to implement organizational change and embed strategic activities within operations without affecting base operating grant levels.

Funding is available to support strategic and innovative initiatives that fall within one or more of the following broad categories supporting organizational capacity and impact. Funding is intended to allow for a flexible, comprehensive and complementary approach that includes a range of activities that may include any or all of these categories:

- **Artistic Programs and Practice**
- **Community Engagement**
- **Succession and Human Resource Transition**

Any of the above categories may include facilities and/or capital improvements.

Successful applications to this program must demonstrate the impact of the funding on the organization's ability to achieve or deliver its mission and mandate and the corresponding impact on, and relevance of the initiative to, the artistic practice and community served. Submissions to this program must be based on existing strategic or other planning activities already undertaken and must clearly address the identified priorities and needs of the organization, including the risks, challenges and opportunities being addressed.

Eligibility for Enhanced Capacity

Funding through the Enhanced Capacity Program is available to organizations receiving support through the BC Arts Council's Operating Assistance Program for the fiscal years for which the application is made.

Applications to this program must be submitted at the time of the applicant's submission in the first year of the funding cycle of each Operating Assistance program.

Applicants may only apply once per deadline and may only receive Enhanced Capacity funding twice out of every three consecutive eligible intakes.

Organizations with any overdue Final Reports on previous BC Arts Council grants as of the deadline date are ineligible to apply to this program.

Eligible Activity

Eligible applicants are invited to submit applications for a specific project or a suite of strategic activities or initiatives over the course of the duration of their extended funding cycle that:

- Significantly advances the goals of the organization;
- Responds to previously identified priorities, needs and/or challenges;
- Enhances or improves the organization's artistic/editorial achievement or community engagement capacity;
- Shifts the scope, level of activity, scale and/or impact of the organization; and/or,
- Addresses transition and structural change within the organization.

Awards are not available for:

- deficit funding
- activities that have begun prior to the application deadline
- activities that have been directly funded through other programs of the BC Arts Council.

Application Requirements

All applicants must discuss their request with their program officer *prior* to submission.

All applications must include:

- A completed Enhanced Capacity Assistance Proposal Form
- A proposal of no more than three pages, font size 11 or larger, that addresses all application questions and includes all pertinent details of the proposed initiative. See the Enhanced Capacity Assistance Proposal form for more information
- A separate budget outlining expenses and revenues for each year of the proposed initiative (maximum one-page)
- If the proposal includes:
 - *hiring new personnel under any component of the program*: a single page job description for the position(s).
 - *significant new artistic/editorial collaborations*:
 - bios of commissioned or significant collaborating artists and other literary professionals. Please do not submit CV's.
 - confirmation of participation by collaborators
 - *capital requests*: two competitive quotes for proposed capital improvement(s) or equipment purchase(s)

Assessment Criteria

Throughout the application and assessment, applicants and the peer review committee should:

- Consider and discuss how the initiative addresses the applicant's strategic priorities, mandate, mission and values through the pursuit of excellence in each of the three areas of assessment, described below.
- Respond to the core values and goals of Council in considering and discussing each of the three areas of assessment as they relate to the project.

An essential element of the proposal is insightful, critical self-reflection. Jury members want to hear the applicant's own assessment of the challenges faced and the creative solutions under consideration.

Please address the related assessment criteria below when crafting your proposal.

Impact (40%)

The peer review committee will consider the impact of the proposed plans on the applicant's artistic/editorial, engagement and/or organizational capacity in one or more areas, as identified, in alignment with the existing criteria for the BC Arts Council's Operating Assistance program.

Feasibility (40%)

The peer review committee will consider the feasibility of the applicant's plans to enhance capacity, in alignment with the existing criteria for the BC Arts Council's Operating Assistance program.

Innovation and Strategy (20%)

The peer review committee will consider whether the project proposes innovative and strategic approaches to the challenges or opportunities identified.

Application Deadline and Submission

Submissions to this program must accompany the organization's application for Operating Assistance:

- Book Publishers: September 30

Recipients of funding through the Enhanced Capacity program will not make a full application for support in subsequent years of their funding cycles, but will be required to submit an interim report to request and release each annual grant payment.

Applications are accepted by mail and must be postmarked **by Canada Post or a courier company no later than September 30th**. Applications may also be hand delivered or delivered by courier to 800 Johnson Street, Victoria, BC, but must be received by 4:00 p.m. on the deadline day.

Applications by email or fax will not be accepted.

Note: if the deadline falls on a weekend or statutory holiday, the deadline becomes the next business day.

Grant Amounts

The Assistance Level for Enhanced Capacity is set at EITHER \$15,000 OR \$30,000 a year for each year of the funding cycle.

Under normal circumstances, there will be no adjustments to the grant amount within a funding cycle, provided all reporting requirements are met.

Assistance through this program is possible only once per BC Arts Council fiscal year (April 1-March 31).

Reporting

All recipients must submit an Enhanced Capacity Interim Report, including all requested documentation, to request and release subsequent annual grants. The Interim Report must be received at the time of the Operating Assistance deadline each year. Future funding will be conditional upon the satisfaction of all reporting requirements.

General Program Guidelines

All general program guidelines and policies of the BC Arts Council, as outlined in the attached Operating Assistance Guidelines, will continue to apply, as appropriate, unless otherwise stated.

Contact Information

All applicants must discuss their request with their program officer *prior* to submission.

A full list of program officers is available at <http://www.bcartscouncil.ca/about/coordinators.htm>.

For general information or further assistance, please contact:

Telephone: 250 356-1718
Email: bcartscouncil@gov.bc.ca

