



Canadian
Heritage

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Canada



Canada Cultural Investment Fund (CCIF)

Strategic Initiatives Component Guidelines



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Please consult the Glossary for the definition of underlined words.



1. Introduction

1.1 CCIF Objective

The Canada Cultural Investment Fund (CCIF) encourages private sector investment, partnership and sound business practices to help arts and heritage organizations be better rooted and recognized in their communities.

The CCIF program has three components that work together in achieving these objectives: Endowment Incentives, Limited Support to Endangered Arts Organizations, and **Strategic Initiatives**.

1.2 Strategic Initiatives Component Expected Results

The Strategic Initiatives component expected result is that arts and heritage organizations partner together to develop and share resources to improve their business practices. Organizations demonstrate sound organizational, administrative and financial health, and thus contribute to a more resilient sector.

Ultimately, the CCIF will help to create an environment in which Canadians value and invest in arts and heritage organizations.

1.3 Strategic Initiatives Component Objectives

The Strategic Initiatives component provides financial assistance for projects involving multiple partners that will help arts and heritage organizations improve their business practices and diversify their revenues. By supporting collaborative projects, Strategic Initiatives encourages knowledge and resource sharing and strategic use of technologies that will strengthen the business operations of arts and heritage organizations, helping them make stronger contributions to Canadian society and the economy.

The component is designed to support projects that are conducted by a lead organization in collaboration with other project delivery and/or funding partners and have results that are shared broadly. This will enable organizations to become better at what they do through new and innovative projects that will lead to a stronger and more resilient arts and heritage sector.

2. Eligibility Criteria

2.1 Eligible Applicants

The applicant is the project lead and represents the organization that completes the funding application on behalf of multiple partners for the purpose of delivering the proposed project. The project lead is also legally responsible for the management and

implementation of the project and the administration of any funding received from the Department of Canadian Heritage.

2.2 Eligibility Requirements

To be eligible the applicant must:

- be a professional not-for-profit organization, association, institution, or foundation incorporated under the *Canada Not-for-Profit Corporations Act* or Part II of the *Canada Corporations Act* or provincial or territorial legislation, or equivalent Aboriginal peoples institutions or organizations (Aboriginal peoples include Inuit, Métis, Status and Non-Status people)
 - administered by an active board of directors or equivalent Aboriginal governing body (working professionally and continuously for three years prior to the application date)
 - with a mandate related to the arts or heritage sector
 - with activities and programs that include the arts or heritage sector

or

- be a post-secondary education institution

or

- be a heritage organization governed by another level of government (provincial/territorial/municipal) with distinct objectives, programs and budgets related to the arts or heritage.

The applicant must also:

- employ at least two full-time employees.

2.2.1 Partners

Although partners of the project are not required to meet the eligibility criteria of the applicant, they must provide a commitment to pool efforts and/or resources with the goal of achieving a common objective in relation to a clearly identified need. Partners can include delivery partners and funders:

- Delivery partners collaborate in the implementation and provide cash or in-kind resources to achieve the project's objectives.
- Funders invest cash and/or in-kind contributions to the project.

Project partners can include not-for-profit organizations, public institutions, the private sector and various levels of government.

2.2.2 Ineligible Applicants

The following are ineligible as lead applicants under the Strategic Initiatives component:

- The cultural industries and their associations since they benefit from assistance offered by other programs and initiatives of the Department.
- The national training schools, the presenters, the festivals and their networks that have received financial support in the last three years under the Canada Arts Training Fund and the Canada Arts Presentation Fund.
- Federal departments and agencies, and other levels of government.

While these organizations are not eligible as lead applicants, they will be considered eligible as partners for the Strategic Initiatives component. This approach is intended to ensure greater consistency in streamlining Canadian government support to organizations.

2.3 Eligible Projects

To be considered eligible, the project must:

- demonstrate how it will contribute to the improvement of business practices and/or revenue diversification
- involve the collaboration of at least three partners including the lead applicant
- directly benefit a number of not-for-profit organizations working in the arts and/or heritage sector in Canada; and
- have measurable outcomes/results in accordance with the component's objectives.

Arts and heritage service organizations and other membership-based groups must demonstrate how a project differs from the services they regularly provide to their members.

The Strategic Initiatives component has three key program priorities:

- Developing and sharing of expertise, best practices and tools
- Marketing and audience development
- Strategic use of technologies

Needs assessments (research, feasibility studies and surveys) and professional development are eligible activities only when deemed essential for the success of the project and when the results of those activities are implemented within the proposed project. These activities are not supported as stand-alone projects.

2.3.1 Examples of Eligible Projects

Strategic Initiatives encourages organizations to develop innovative projects such as, but not limited to, the following:

- Development and sharing of tools and best practices to address challenges or barriers arts and heritage organizations face in specific areas such as revenue and sales generation, capitalization, new partnership and sponsorship development, facilities management, contracts management, etc.
- Development of initiatives to build the capacity of arts and heritage organizations to cultivate private sector partnerships and philanthropy by developing competencies in fundraising and corporate engagement.
- Initiatives to collaborate in the purchasing or development of common shared tools or services among similar organizations to realize cost efficiencies and improve effectiveness.

- Development and implementation of digital marketing and social media strategies and tools to increase public access or to target audiences.
- Joint marketing and cross-promotional initiatives involving a range of similar organizations (same discipline or market segment) covering a specific geographic area (national, interprovincial, provincial, regional or local) coming together to build brand awareness and audiences.
- Other joint ventures to innovate and remain relevant in an environment of new technologies, global interconnectedness and increased public engagement.

2.4 Eligible Expenses

Eligible expenses must be directly related to the project, and can be of cash and in-kind value.

Eligible expenses can include:

- pro-rated salaries and wages directly related to the time spent on the project. (Any such claims of salaries and time must be verifiable by an auditor. It is strongly recommended that organizations expecting to claim salaries implement a system to track these costs, such as keeping detailed timesheets).
- consultant fees
- promotion and marketing
- technology costs (specialized software, custom programming, etc.)
- translation costs
- evaluation of project results
- costs of producing the applicant organization's audited financial report when the project funding under the Strategic Initiatives component is over \$250,000
- administrative fees up to 15% of the total cost of the project
- project-related travel and accommodation costs (must be reasonable and shall not exceed the rates for public servants set out in the Treasury Board of Canada Secretariat's [Travel Directive](#))
- donated materials or services may be eligible as an in-kind contribution. (In-kind expenses are not funded by the program although they are calculated in the total cost of the project. A detailed list of in-kind contributions must be provided with the budget. The budget must show equal in-kind revenue and expenses).

2.5 Ineligible Projects and Expenses

Ineligible Projects

Projects focusing on the following activities are not eligible:

- the applicant's or a partner's regular ongoing activities
- research, feasibility studies and surveys
- consultations on ongoing organizational practices (such as strategic planning governance, fundraising, communications plans)
- sharing of common human resources between organizations
- advocacy and lobbying projects
- artistic creations, artistic and heritage production and programming

- collections management and archiving

Ineligible Expenses

Funding is available for specific projects and cannot be used to cover general costs or capital expenditures of the organization.

Ineligible expenses include:

- expenses incurred by the applicant prior to the project start date
- occupancy and operating costs of the organization
- salaries and benefits of employees who do not contribute directly to the project
- funding intended to reduce deficits
- hospitality expenses
- artistic creations, artistic and heritage production and programming
- travelling exhibitions and touring costs
- feasibility studies for infrastructure and capital projects
- purchase of furniture
- costs of producing the applicant organization's audited financial report when the project funding under the Strategic Initiatives component is under \$250,000
- collections management and archiving
- portion of GST or other taxes that are recoverable for reimbursement
- all other expenses deemed ineligible by the program.

3. Assessment Process and Criteria

3.1 Assessment Process

Each proposal will undergo review and assessment to ensure compliance with program requirements and government policies to ensure consistency and transparency of the process and best use of public funds.

3.2 Assessment Criteria

All projects will be assessed against the following criteria:

Project quality (30%)

- The project meets the objectives of the Strategic Initiatives component.
- The project is based on an analysis of needs and issues.
- The level of project support demonstrated by arts and/or heritage organizations is appropriate.
- There are sufficient, qualified human resources assigned to deliver the project.
- The project's activities and timeline are realistic and clear.

Anticipated impact of project (25%)

- The project will directly benefit multiple organizations (the geographic reach will be taken into consideration).

- The outputs and outcomes and their associated performance indicators and targets are measurable and aligned with the project.
- The performance measurement tools are identified to evaluate the performance of the project against its planned results.
- The results of the project will be shared broadly.

Partnerships (20%)

- The involvement of the partners demonstrates a commitment to the delivery of the project.
- The project brings together partners with experience relevant to the nature of the project who share a common goal to help arts and/or heritage organizations become better at what they do.

Evaluation of lead applicant (15%)

- The lead applicant has stable governance and staff.
- The lead applicant has sound management practices in place to manage the delivery of the project.
- The lead applicant is well positioned to deliver the project.
- The lead applicant's financial statements demonstrate financial stability.

Budget (10%)

- Sources of revenue are sufficient for executing the project.
- Sources of funding cash and in-kind are already confirmed and supported by letters.
- The expenses are realistic and reasonable and in line with the scope of the project.

4. Strategic Initiatives Requirements

4.1 Funding Conditions

The maximum amount of funding available is \$2 million per project per fiscal year. Funds are paid through grants or contributions depending on the scope of the project, the amount requested, and the Department's risk assessment.

The Department may provide funding up to 50% of eligible project costs annually. Under exceptional circumstances, the program may consider increased levels of support up to 75% toward eligible project costs. Exceptional circumstances are determined by the Department and may include projects benefiting rural or remote areas, Aboriginal communities, youth, official-language minority communities and ethnocultural communities where the need is clearly demonstrated and justified.

Funding of multi-year projects may be considered. The applicant must demonstrate there is a need for a multi-year commitment, and that it has a stable structure, governance and financial status.

Applicants who incur expenses for their project before receiving written confirmation of approval do so at their own risk. Even if a project is approved, the CCIF cannot fund expenses incurred before the approved project start date.

4.2 Submitting an Application

Funding under the Strategic Initiatives component is competitive and there is no guarantee of support. Due to the volume of applications the Department receives and the limited funds that are available, the total amount rewarded to successful applicants may be lower than the amount requested.

At the discretion of the Minister of Canadian Heritage, approved projects may receive funding through a grant or a contribution. Funding exceeding \$50,000 can only be paid as a contribution. The decision of the Minister is final, and is not subject to review or appeal.

Application Process

Please contact the program at 819-997-3955 or toll free at 1-866-811-0055 to discuss your project's eligibility. The Application Form is available on the [Strategic Initiatives website](#).

All applications must include the following documentation:

- Application Form completed and signed (Sections 1 and 2).
- Budget Form (Tabs 2 to 7).
- A list of the applicant's full-time employees, including position titles.
- A list of the members of the Board of Directors for the lead applicant.
- The resolution of the Board of Directors or equivalent governing body, signed by the Chair: a) endorsing the application; and b) designating the person with signing authority.
- A copy of the applicant's letters patent and/or certificate of incorporation as a not-for-profit organization or equivalent document.
- A copy of the applicant's bylaws.
- The CVs of the project manager and key project resources (i.e. employees and consultants), and if applicable, consultants' proposals.
- The applicant's most recent strategic plan.
- Signed financial statements for the last two (2) complete cycles (and management letter, if available).
- A signed letter from each partner confirming the nature (contribution amount in cash and/or in-kind) and extent of their involvement in the project.
- If applicable, a signed declaration that any federal public servant or former federal public servant is in compliance with the *Values and Ethics Code for the Public Sector* and the *Policy on Conflict of Interest and Post-Employment* and that any federal public holder or former federal public holder is in compliance with the *Conflict of Interest Act*.

To be considered, applications must be duly completed, signed, and accompanied by all required documents. Incomplete files and files received after the closing date will not be considered. The program uses the application postmark or delivery receipt as proof that the application was sent on or before the deadline.

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4.3 Deadline

Please refer to the Strategic Initiatives website for the deadline to submit an application.

4.4 Service Standards

The Department of Canadian Heritage has set service standards for the timely acknowledgement of applications, funding decisions and payment processes. These service standards are a shared responsibility and all required documentation must be provided in a timely fashion.

Acknowledgement of application: The goal is to acknowledge receipt of applications within 15 calendar days.

Decision: The goal is to issue official written notification of the funding decision within 26 weeks of the deadline date.

Payment: The goal is to issue payments within 28 calendar days following receipt and acceptance of all documents required by the contribution or grant agreement.

Note: Additional information may be requested to complete the evaluation of the project. Failure to provide the requested information within the timeframe determined by the program will result in a delay in processing the application, and may lead to the closure of the file.

4.5 Reporting Requirements

An organization receiving funding from the Department of Canadian Heritage, either in the form of a contribution or a grant, must submit a final report. The requirements for the final report are specified in the contribution or grant agreement.

Failure to submit a final report for projects previously funded by the Department will be taken into consideration when assessing new applications, and could be cause for rejection of an application.

The Strategic Initiatives component has compiled a Performance Measurement Guide to assist you in developing your project's performance measurement strategy. The guide is available on the [Strategic Initiatives website](#).

4.6 Public Acknowledgement of Financial Assistance

All funding recipients must publicly acknowledge, in English and in French, the financial support received from the Government of Canada in all communication materials and promotional activities related to the funding agreement, such as advertising, promotional and program materials, public announcements, speeches, websites, social media, etc. The Department's requirements for public acknowledgement of financial assistance were updated in 2014 and are now part of the funding agreements.

The Department's [Guide on the Public Acknowledgement of Financial Assistance](#) will assist funding recipients in complying with the requirements described in the funding agreement.

4.7 Access to Information Requests

If an access to information request is received regarding an application for financial support or any other document in the Department's possession containing information about your organization, the information provided to the Department will be treated in accordance with the [Access to Information Act](#) and the [Privacy Act](#).

4.8 Official Language Requirements

The program shall ensure that appropriate measures are put in place to support the development of official language minority communities in Canada, as well as to promote the full recognition and use of English and French in Canadian society. The terms and conditions of compliance will be detailed in the grant or contribution agreement. At a minimum, the recipient will ensure that acknowledgement of the Department's support for the project is expressed in both English and French. For more information, you may consult *Part VII of the [Official Languages Act](#)* (R.S.C., 1985, c. 31 (4th Supp.)).

4.9 Evaluations of the Program

The Department will conduct periodic evaluations of the Strategic Initiatives component. During an evaluation, recipients must make available any records, documents, or other information that may be required to perform the evaluation.

4.10 Audits

Canadian Heritage conducts audits on a sample of successful applications each year; the Department will assume the audit cost. In such cases, recipients must make available any records, documents, or other information that may be required to perform the audit. Recipients must retain for at least five years supporting documents related to the information provided in all application forms.

A recipient found to have submitted false or unsupported information may be required to repay the full amount of the financial support received, and may be declared ineligible from the Strategic Initiatives component for the next two fiscal years or more.

4.11 Disclosure of Information to the Government of Canada

By applying to the Strategic Initiatives component, applicants authorize the Department of Canadian Heritage to disclose any information received in their application within the Government of Canada or to outside entities for the following purposes: to reach a decision on an application; to administer and monitor the grants or contributions; and to evaluate the Program results.

The disclosure of any information received in an application may also be used to reach a decision on other application(s) by the applicant for financial support under any other Canadian Heritage program. Data may also be transferred to Statistics Canada for statistical purposes.

4.12 Information That Could Be Made Public

Amounts awarded to recipients are public information. Successful applicants receiving financial support from the Program may have the name of the organization and the amounts awarded for each of their projects listed on the Strategic Initiatives component website or disclosed in public documents produced by Canadian Heritage.

4.13 Protection of Personal Information

Your personal information is protected under the [Privacy Act](#). Only information needed for operating the Strategic Initiatives component and measuring its results will be requested. The collection and use of personal information for this program is authorized by the [Department of Canadian Heritage Act](#), and is required for your participation.

5. Glossary

For the purposes of the Strategic Initiatives component, the following definitions apply:

Audited financial report: An audited financial report is prepared by an independent accounting firm and includes all of the revenues realized and expenditures incurred by the applicant in the delivery of the project. It is required for contributions of over \$250,000.

Audited financial statements: Audited financial statements indicate that an organization has developed its own financial statements and then submitted them to an independent accounting firm to be audited. This involves an accountant examining evidence from within and from outside the organization to verify the amounts in the statements and to gauge whether estimates made by the organization are reasonable. Audited financial statements offer a higher level of assurance than unaudited statements.

Consultant: Individuals or groups of individuals with specialized knowledge and skills, from outside an organization that are hired by an organization to provide advice and specific services in their areas of expertise.

Contribution: A conditional payment to an individual or an organization for a specified purpose as outlined in a contribution agreement. A contribution is subject to being accounted for and may be subject to an independent project audit by the Department of Canadian Heritage. An organization that receives a contribution is required to submit activity reports and financial reports.

Contribution Agreement: A contribution agreement is a legal document between the Department of Canadian Heritage and a recipient that defines the objectives and expected results of the project and describes the obligations of each party, including the conditions for payment.

Cultural industries: The Department defines cultural industries as book and magazine publishing; broadcasting; interactive digital media, music, film, and television production. Applicants from the cultural industries are not eligible for funding under this component.

Ethnocultural Communities: A group of people whose members identify with each other, through a common heritage. For the purpose of this definition, ethnocultural communities include Canadians of diverse culture such as, but not limited to African, Arab, Asian, Latin American or mixed heritage.

Financial Statement: A complete set of the applicant's financial statements, including a statement of financial position; a statement of operations; and a statement of changes in financial position. Financial statements may be audited or unaudited.

Full-time employee: Employment requiring continuous service in a position where the employee is normally required to work an average of at least 30 hours per week.

Grant: A payment issued to an organization or group for a specified purpose as outlined in a grant agreement. An organization or group that receives a grant is not required to submit financial reports, but must submit a final report on activities to the Department upon project completion.

Grant Agreement: A legal document between the Department of Canadian Heritage and a recipient that defines the objectives and expected results of the project and the obligations of each party, including the conditions for payment.

Heritage organization: Incorporated not-for-profit Canadian organizations with a mandate and key policies related to the collection, preservation, interpretation, research and study, and/or the exhibition of cultural collections which are regularly open to the public. The following are recognized as heritage organizations: museums, art galleries, archives, aquariums, insectariums, zoos, biodomes and botanical gardens, science and interpretation centres, planetariums and archaeological, historical and ethnographic sites.

In-kind contribution: In-kind contributions are goods or services that are donated to a project by either a third party or the applicant. An in-kind contribution is considered a real contribution to the total cost of the proposed activities of the project but it is not reimbursable by the program, since no money has changed hands. Donated goods or services may be eligible if they:

- are essential to the project's success, are eligible under the Program Guidelines, and would otherwise be purchased by the recipient;
- can be assessed at fair market value (i.e. in relation to the purchase of similar goods and services); and
- are recorded in the recipient's accounting books with appropriate supporting documents.

Outcomes/Results: Outcomes are the results of an effort to attain a goal, the consequences of the activities and outputs. They are usually associated with an action word (e.g., "increased", "improved"). They demonstrate the "Why" of the project, and must be measurable and directly related to the objectives.

Outputs/Deliverables: Outputs are products or services generated by activities, and provide evidence that the activity did occur. They demonstrate the "What" of the project.

Performance indicator: An indicator is a qualitative or quantitative means of measuring an outcome, with the intention of gauging the performance of a project. Performance indicators are the key pieces of information that need to be collected in order to determine if the project has achieved its objectives or final outcomes.

- **Qualitative performance indicators:** Information that can be used to evaluate progress made during a project. Qualitative indicators are expressed as opinions, behaviours or attitudes. Whenever possible, these performance indicators are generalized by the use of a rating scale, this will allow for comparability over time.
- **Quantitative performance indicators:** Data that can be used for evaluating progress made during a project. Quantitative performance indicators are expressed as statistical measurements such as numbers, percentages, or ratios.

Performance measurement strategy: Data sources and methodologies that will be used to collect, measure and analyse performance of the project against its planned results/objectives. The range of information in a performance measurement strategy could include: reach, outputs and outcomes, performance indicators, data sources, methodology, and costs.

Remote region: A community with a population of less than 50,000 which is located more than 200 kilometres from an urban centre with a population over 100,000 or a provincial capital.

Rural region: A community with a population of less than 50,000 which is located between 50 and 200 kilometres from an urban centre with a population over 100,000.