

*The Catalyst and Transformation Fund (CAT) is for creative sector organizations seeking support for substantive restructuring, mergers, structured partnerships, hibernations, and wind-downs.*

**Administered by:** WorkInCulture

*This program is made possible through the support of the City of Toronto, the Metcalf Foundation, and the Canada Council for the Arts.*

**Applications Open:** December 2021. Applications will be accepted on an on-going basis or until the money is all committed.

**For Inquiries Contact:**

Karen Ennis [karenennis@workinculture.ca](mailto:karenennis@workinculture.ca), WorkInCulture's General Manager

---

## Grant Guidelines

### Who can apply?

Toronto based incorporated non-profit arts and arts service organizations, including incorporated artist collectives operating on a non-profit basis, and small commercial businesses that pertain to the arts (including book and magazine publishing, film, music, video gaming and digital media production) that:

- ✓ Have been operating for more than 3 years
- ✓ Are seriously considering substantive structural changes such as mergers, structured partnerships or closures
- ✓ Have total revenues of \$2 million or under per year as of their 2019 year-end
- ✓ Are located in Toronto, with postal codes beginning with M

Some of the eligibility criteria differ from funder to funder:

- The Metcalf Foundation will fund registered **charities**;
- The City of Toronto will fund **non-profit organizations** and **small for-profit arts and culture companies**;
- The Canada Council for the Arts will fund **non-profit organizations**, *which may also be registered charities*. A condition of Canada Council funding is that project details will be shared by WorkInCulture with the CCA for auditing and program evaluation purposes. The CCA may contact recipients of its funding directly to invite them to participate in program evaluation activities. In addition, successful applicants funded through CCA's contribution must publicly acknowledge the financial support received from CCA through its Fund, including the CCA logo, in all communications materials and promotional activities.



## When can our project happen?

Applications will be accepted from December 2021 on a continuous basis or until all the funds are committed. All projects must be completed within two years of the date on the notification of acceptance letter.

## What will be supported?

Applicants will be eligible to receive support for either or both of the following phases based on the criteria described. If applying for both phases, an applicant must complete and report on Phase 1 before receiving Phase 2 funds. Applicants can apply directly to Phase 2 if they have appropriate agreements and plans in place.

**Phase 1:** Exploration: Grant up to \$10,000 for organizations to start or continue exploring organization structural changes and possibilities for their organizations, including securing experts (e.g. lawyers, accountants, HR experts) to help guide towards those changes.

- Criteria: Articulated need and initial plan to explore appropriate options. Board agreement, along with a clear plan/timeline forward, will be required prior to authorizing the hiring of outside experts.

**Phase 2:** Implementation: Grant up to \$20,000 for organizations that are in a memorandum of understanding stage and moving forward with mergers or strategic partnerships as well as those organizations in the final stages of closure.

- Criteria: Demonstration of final phase of structural changes, mergers, closures or strategic partnerships. For example, the agreements between partners are in place or a clear plan for closure is developed. The applicant has demonstrated a clear understanding of what is required to complete the structural change and a plan to execute it.

## What costs won't be eligible for support?

Ineligible costs include: new staff positions, projects that do not involve substantive structural change to the organization, severance pay, investment into individual retirement plans, any expenses related to food and beverages, and costs incurred prior to acceptance of an application.

## How do I apply?

If you are interested in applying please start by sending an email, with an expression of interest, to **Karen Ennis**, [karenennis@workinculture.ca](mailto:karenennis@workinculture.ca), WorkInCulture's General Manager and Fund Administrator, who will explore with you whether your organization is eligible and whether the fund can support your initiative through one or potentially both of the program phases outlined.



If the program proves suitable for your needs and your organization decides to apply, you will be sent an application form to fill in and return. Applications will be reviewed by WorkInCulture's leadership team as they are submitted on an on-going basis until the funds are fully allocated.

## What information will I have to provide on the application?

The application form will require you to provide the following:

- Organization name (Lead organization for mergers or partnerships)
- Contact information (name, address, phone, email)
- Phase of structural change (Exploration or Implementation)
- Funding request
- Description of current situation, reasons for requesting support, co-applicants involved if a merger or partnership, and work done to date (up to 6,000 characters).
- Proof that the board of directors support the structural change.
- Project plan for next steps, budget, and timeline.
- Financial statements (year-end 2019 and most current).
- Applicable support material (up to four additional files). If this is a merger or strategic partnership, demonstration of support and alignment will be required.

## How will my application be assessed?

We understand the need for confidentiality which is why the assessment and decision process is being done by WorkInCulture and its senior staff and not by the funders. However, details of projects funded by the Canada Council for the Arts will be shared with the Council for statistical and evaluation purposes. WorkInCulture will be happy to sign non-disclosure agreements with applicants to ensure that sensitive matters are dealt with properly and with due diligence. The process will be individualized to meet the specific needs of each applicant to ensure that each receives the support and resources it needs. WorkInCulture will have final say on eligible expenses.

## How and when will I find out the application results?

Applicants will be notified by email when the results are available. Successful applicants will be required to sign and return an investment agreement within 30 days after receiving notification of success in order to receive funding.

## What do I do when my organization has completed the project?

Recipients will be required to submit a final report on their project to the Fund Administrator. The report should include the following:

- Describe your experience of completing the phase or phases for which your organization received funding.
- Provide a final statement of how funding support was spent.
- What were the outcomes? What were learnings that could be shared with the sector?

