



PROFESSIONAL DEVELOPMENT Program Guidelines 2025/26

Grant Program Summary

Applications - Open: February 27 | Close: April 10 | Results Expected: July 2025

Who Can Apply: Individuals with an established arts and culture practice. Applicants must meet eligibility criteria detailed in the <u>Who Can Apply</u> section below.

Program Purpose: Professional Development grants assist professional artists, cultural practitioners, production and technical personnel, and arts administrators with specific, short-term learning activities intended to advance their practice or career.

Maximum funding amount: \$7,500

Next Intake: This grant program is expected to open again in summer 2025. However, grant program reviews are currently underway and program delivery timing is subject to change.

Acknowledgement

The BC Arts Council acknowledges it carries out its work on the land of Indigenous nations throughout British Columbia. We pay our respects to the Elders and Knowledge Keepers, past and present, descendants and custodians of these lands and waters. We are grateful for the continuing relationships with Indigenous people that develop through our work together. We acknowledge and raise our hands to the lakwaŋan (Lekwungen) people, known today as the Songhees and Esquimalt Nations, on whose lands we operate our main offices.

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PROFESSIONAL DEVELOPMENT: APPLICATION CHECKLIST

Program guidelines are reviewed and updated with each program intake. Be sure you are working with the most current guidelines. Any updates to guidelines made after the grant program opens will be highlighted.

About Professional Development

Professional Development grants assist professional artists, cultural practitioners, production and technical personnel, and arts administrators with specific, short-term learning activities intended to advance their practice or career. Activities should lead to clearly articulated learning or career outcomes, goals, or objectives. Common professional development activities are provided below.

Grants are not intended to support the creation of new work, research (unless it is directly related to the learning activity), self-directed learning, full-time studies, or travel expenses that are associated with auditions, attending conferences, showcases or events focused on presentations.

See **Exclusions - What Will Not Be Funded** below for additional information. Funding may be available for excluded activities through the following BC Arts Council grant programs:

- Individual Arts Grants
- Scholarship Program
- Arts Circulation and Touring Grant for Individuals

Grant Amounts

Maximum request amount is \$7,500.

You may request a grant amount up to 100% of the eligible expenses.

We encourage you to submit a realistic budget for funds required to carry out the proposed activities. BC Arts Council intends to support successful applications at 100% of their request. However, in some cases, grants may be awarded for less than requested.

BC Arts Council grant programs are highly competitive, and we are not able to support all eligible activities. Success rates in BC Arts Council grant programs are generally between 20% to 40%.

Examples of Eligible Activities

Contact a Program Advisor to discuss the eligibility of an activity before applying. Eligible activities may include, but are not limited to:

Course or Workshop: A course or workshop following a specified curriculum or including specific skills acquisition or learning outcomes. This may include masterclasses or private studies with a specific focus. Online courses are eligible if registration is required, live instruction or mentorship is provided, and classes follow a schedule. Self-directed online learning is not eligible. Activities with multiple courses or workshops must be connected to overarching learning goals.

Mentorship: An individual structured relationship with a qualified professional, or a group of professionals. Activities with multiple mentors must be connected to overarching learning goals.

Learning Residency: A learning-based residency that includes significant opportunities for skill development or knowledge exchange. Projects may offer a mix of learning and creation; however, as learning is the priority of this grant program, creation must not be the sole or primary objective.

Self-directed residencies without significant opportunities for learning and knowledge transfer are not eligible. For creation-based residency projects, consider applying for a discipline-specific <u>Individual Arts Grant</u>.

Cohort or group learning projects are eligible. Each member of the cohort must be eligible and apply to this program individually. Each application will be assessed separately. Shared expenses should be identified.

Eligible Expenses - What Expenses Can Be Funded

Grants are available to support:

- <u>Subsistence expenses</u> (maximum \$750/week for full-time activities) intended to support basic living costs when you are devoting most of your time to the learning activity. For part-time activities, the weekly subsistence rate should be prorated accordingly. Weeks do not need to be consecutive.
- Travel expenses, accommodation, and meal per diems for professional development activities outside of your region. Travel expenses may be for yourself or for a mentor/advisor. The maximum meal per diem is \$65 per day. Expense details must be provided in the budget.
- Consumable supplies and costs of materials directly related to the learning activities, including software subscriptions.
- Rental or lease of specialized equipment and supplies directly related to the learning activities.
- Accessibility services (for example, ASL interpretation, personal support worker) or rental equipment related to access needs of mentors or advisors during project activities.
- Fees paid to mentors, instructors, advisors, Elders, and Knowledge Keepers**.
- Course, workshop, or learning residency registration fees.
- Childcare costs associated with time off for classes or learning activities.
- Rental of venue or studio required for learning activities.

For applicants who identify as D/deaf or having a disability: You may request additional funding for access support expenses; for example, ASL interpretation, personal support worker, transcription, specialized equipment rental) to carry out the learning activities. Review the Access Support program guidelines prior to requesting funds at: www.BCArtsCouncil.ca/program/access-support/

**Required artist compensation within project activities

Eligible activities must include appropriate payment to the artists, arts and cultural practitioners, and other professionals engaged in the proposed activities. At a minimum, payments to artists should be consistent with the recommended rates set by an arts service organization, professional association (for example, CARFAC, IMAA, etc.), or by established practitioners within the field of practice. Honoraria and payment structures that are not guaranteed, or that risk low or non-payment to artists and other professionals do not meet this compensation requirement (for example, commission-based sales of artworks, percentage of door sales).

You can determine compensation to Elders and Knowledge Keepers according to community context and appropriate protocols. You should describe the approach used to determine the fair rate in your application.

RESOURCES: The following links provide guidelines on what artists should be paid for their copyright and other professional services.

CARFAC (Canadian Artists' Representation / Le Front des artistes canadiens) <u>https://www.carfac.ca/</u>

CAEA (Canadian Actors Equity Association) <u>https://www.caea.com/</u> CFM (Canadian Federation of Musicians) <u>https://cfmusicians.afm.org/</u> CADA (Canadian Alliance of Dance Artists) <u>https://cadawest.org/</u> IMAA (Independent Media Arts Alliance) <u>https://www.imaa.ca/</u>

The First Peoples' Culture Council <u>Working with Elders</u> document was developed as a free resource to support anyone interested in engaging with Elders and Knowledge Keepers.

Exclusions - What Will Not Be Funded

Grants are not available to support:

- Expenses incurred or activities started prior to the activity start date.
- Projects focused on artistic creation, presentation, or production.
- Projects focused on basic training in a field of practice not connected to the applicant's primary artistic practice or focus. For example, a theatre creator applying to take an introductory course in mixed media curation.
- Research not directly connected to learning activities.
- Self-directed learning or studies.
- Production of promotional materials (for example, recordings, portfolios, demo reels, pitch decks, or websites).
- <u>Capital expenses</u> (for example, construction, renovation, or purchase of property or equipment).
- Projects or activities not based on artistic or curatorial decision making, or where art and culture is not the primary focus.
- Fundraising activities.
- Contests and competitions, except if competition is integral to the art form or cultural practice, for example: hip-hop and street dance, poetry slams, powwows.
- Vocational or unpaid work placements such as unpaid internships; practicums, or apprenticeships required for accreditation.
- Training to support teaching of non-professional artists. For example, teaching communitybased programs or teaching children. If you are interested in a teaching program to train professional artists, please contact a Program Advisor to discuss eligibility.
- Activities that are carried out to satisfy course requirements, tuition, or registration fees
 towards a degree, diploma, or certificate at a post-secondary institution college, university or
 academy. Scholarship funding is available to support full-time studies through the <u>First
 Peoples' Cultural Council</u> (for B.C. First Nations artists) and <u>BC Arts Council Scholarship
 programs. Funding for part-time certificate programs not eligible through the BC Arts Council's
 Scholarship program may be eligible in Pro-D. Contact a Program Advisor to confirm.
 </u>
- Studies of an academic nature including anthropology, ethnomusicology, literature or language study, art history, or general art appreciation.
- Language studies that do not directly relate to an existing artistic practice. Applicants must have a history of working across languages in their body of work or must demonstrate tangible use of languages in their future work. Contact a Program Advisor to confirm. Projects

or activities primarily intended for or focussed within creative industries or the commercial sector (with the exception of book publishing), including film and television for theatrical release or prime-time broadcast; voice-over work or acting for camera; music production for film or TV; commercial animation; video game design or development; journalism; screenwriting; graphic design; industrial design; interior design; culinary arts, commercial fashion design, architecture.

- Podcasts and radio programming that are not embedded within established artistic practice or specifically dedicated to the dissemination of artistic works.
- Projects where arts therapy, health or therapeutic work is the primary project focus or outcome.
- Touring or travel expenses not directly associated with the proposed activity. Funding for these activities may be available through the <u>Arts Circulation and Touring Grant.</u>
- Projects or activities already funded through other BC Arts Council grant programs.
- Projects or activities funded with BC Arts Council funds received through third-party delivery partners: ArtStarts, First Peoples' Cultural Council, BC Live Performance Network, or Creative BC.

Who Can Apply

You are encouraged to discuss eligibility with a Program Advisor before applying. Ineligible applications will not be forwarded for assessment.

Applicant Eligibility

To be eligible, you must:

- Be a Canadian citizen or Permanent Resident of Canada.
- Be a B.C. resident who ordinarily resides in B.C. and has lived in B.C. for at least 12 continuous months immediately prior to submitting an application. For more information, review our <u>Determining B.C. Residency</u> page. You must be prepared to provide documentation to support your residency status (if requested).
- Be recognized as professional by other practitioners working in a similar discipline.
- Be committed to working full-time at your practice when financially possible.
- Demonstrate professional status by submitting a CV or resume that indicates the following:
 - Details about the appropriate and relevant training you have completed in your discipline that has prepared you to work in your field of practice. Training may be through postsecondary institutions, traditional knowledge transfer, or apprenticeship with a qualified practitioner.
 - Have a minimum two years of being paid to do your work in your field following basic training.
 - Meet discipline-specific criteria outlined below:
 - **Performing Artists**: A demonstrated body of previous professional work for which you have received professional fees.
 - **Visual or Craft Artists**: At least two professionally curated shows or exhibitions for which you have received professional fees.

- **Visual Arts Critics or Curators:** Have curated two or more exhibitions or published two or more works of critical writing for which you have received professional fees.
- **Media Artists**: Have directed/created or held creative control on at least one project subsequent to basic training for which you have been paid professional fees. This may include student works which have been professionally exhibited or screened.
- **Creative Writers**: At least one book professionally published.
- **Arts Administration, Publishing, Producer, Artistic Support Staff**: Two or more years of full- or part-time paid employment (permanent or contract) in arts or cultural administration or artistic support at an arts organization, or at a professional book or periodical publisher.
- **D/deaf, Disability and Mad Arts:** A demonstrated body of work in or across any artistic practice for which you have received professional fees.
- **Community-Engaged Arts Practice:** Facilitated two participatory arts projects in a community setting or learning environment.
- **Multi- and Interdisciplinary Practice: A** demonstrated body of professional public work that integrates multiple fields of practice, and for which you have received professional fees.
- Museum or Indigenous Culture Centre Professionals: Two or more years of full- or part-time paid employment (permanent or contract) in a museum or Indigenous Cultural Centre.
- **Production and Technical Personnel:** Two or more years of full- or regular part-time paid employment (permanent or contract) in arts and cultural production or as a technician in an arts and cultural institution, organization, or venue.

OR

• **For Indigenous Artists:** Have received at least one grant through the First Peoples' Cultural Council's Indigenous Arts Program and have submitted any outstanding final reports for that grant.

To be eligible, all applicants must also:

- Have final creative control over your artistic work.
- Not be working under a private or for-profit entity.
- Fairly compensate artists, arts and cultural practitioners, technicians, Elders, and Knowledge Keepers. Compensation must align with project and community contexts and industry standards within the field of practice.
- Follow international intellectual property rights standards and cultural ownership protocols.
- Engage skilled artistic, curatorial, and administrative leadership (volunteer or paid) for project or service delivery.
- Follow the <u>Criminal Records Review Act</u> which requires that people who work with or may have unsupervised access to children or vulnerable adults must undergo a criminal record check by the <u>Criminal Records Review Program</u>.
- Be applying for either the first or second time with a learning opportunity; if you have applied twice unsuccessfully for the same opportunity, the proposal must be substantively changed.
- Not have any overdue final reports on previous BC Arts Council grants.

Emerging artists and early career practitioners with less than two years of professional practice may be eligible for support through the BC Arts Council's <u>Early Career Development program</u>.

Students studying full-time in arts training programs may be eligible for support through the BC Arts Council's <u>Scholarship program</u>.

When and How to Apply

Submit your application through the <u>online grant system</u>.

Applications - Open: February 27 | Close: April 10 | Results: July 2025

Applications will be accepted until 11:59 p.m. (Pacific Time) on Thursday, April 10.

You may submit only one application to this grant program per intake. You may only apply for a single activity in one application.

You can receive only one Professional Development grant per BC Arts Council fiscal year (April 1 to March 31).

Unsuccessful applicants may re-apply with the same activity in a different intake. If an applicant is unsuccessful twice with the same project, the application and proposed activity must be substantively changed.

New applicants:

- Register and create a profile in the online system to access the online application. Instructions are on our website: <u>How to Apply Online</u>.
- We recommend you register at least 2 weeks before the application closing date.
- Additional information may be requested in order to process registration requests. Register early to avoid delays.
- It may take up to 5 business days to process your registration request <u>after</u> we have received all required documents.
- You will receive an email when your registration request is approved. Once approved, you will be able to create your profile and access the online application.
- Add the email address NoReply@BCArtsCouncil.ca to your safe senders list and check your spam folders.

All applicants:

- Once you are registered in the online system, you will be able to access the online application.
- We encourage you to read through these guidelines to make sure you and your activity are eligible before you apply. Contact a Program Advisor if you have questions.

Registration questions? Contact <u>BCArtsCouncil@gov.bc.ca</u> or 250-356-1718 for registration assistance. The BC Arts Council office hours are 8:30 a.m. to 4:30 p.m., Monday to Friday.

Accessibility Support

If you self-identify as D/deaf or having a disability, you are eligible for the BC Arts Council's accessibility support programs:

<u>Application Assistance</u> pays for support services for creating and submitting grant applications.

<u>Access Support</u> provides funding to support access costs associated with a project funded by a BC Arts Council grant.

These programs do not provide funding for audience accessibility or day-to-day access costs outside of the scope of a project. Accessibility requests are confidential and will not be part of the assessment panel's evaluation of a grant application.

For more information or to request assistance, contact:

Nicola Dunne, Accessibility Coordinator at 778-405-4007 or Nicola.Dunne@gov.bc.ca.

Find out more about accessibility supports online at <u>BCArtsCouncil.ca/accessibility.</u>

What is Needed for the Application

You are responsible for submitting a complete application. You will not be contacted to address errors or missing requirements. Eligible applications are assessed as submitted.

An application checklist is included at the end of these guidelines.

All applicants: Update your online Personal Profile (including mailing address and Designated Priority Group and Voluntary Self-Identification sections) before submitting your application.

A complete application must include:

- Precise description of the proposed learning activity or significant opportunity (course/workshop description, name of instructors, host or presenting organization, mentor, or company, and their relevance, as applicable)
- Statement of your specific learning or career goals
- Description of how this project will impact your professional practice or future opportunities
- Workplan, timeline, itinerary, or schedule that includes significant milestones
- Budget form indicating eligible expenses
- Statement about how the organization you are employed by is supporting the project if your activity or learning will provide direct benefit to the organization
- Statement about compensation to participating professional artists and practitioners
- Statement describing how this project may benefit your identified communities
- Completed Designated Priority Group section (in your online Personal Profile) if you wish to be considered for strategic funding
- Support material as detailed below.

As part of our commitment to accessibility, the BC Arts Council is now accepting parts of applications in audio and sign language formats. See instructions within the application.

Required Support Material

Review and follow the <u>Upload Requirements for Support Material</u> before uploading support material to your online application.

Do not submit any additional support material outside of what is required below. Excess support material, including multiple links to materials within a single uploaded document, will not be reviewed and may negatively impact the assessment of your application.

You are encouraged to test all materials before submitting your application.

If you have questions about support material, contact a Program Advisor.

Required Support Material for this application includes:

- Your Curriculum Vitae (CV) or resume that includes professional training and related paid professional artistic activities (PDF, maximum three pages).
- Documentation from the institution, teacher, master, advisor, or mentor confirming the specific arrangements and agreements, including fees and schedule.
- Resume or biographical statement (PDF, maximum two pages) for any individual advisors or mentors participating in the project outside of a formal organization or institution.

How Decisions Are Made

Assessment Process

The following process is used to evaluate every application to this grant program:

- The BC Arts Council receives applications and reviews each one for eligibility.
- Eligible applications are forwarded to independent assessment panels. Assessment panels include individuals with broad artistic knowledge, experience, geographical representation, and diverse aesthetic, institutional, and cultural viewpoints, including those from Indigenous perspectives.
- Assessment panels evaluate eligible applications using the assessment criteria above and determine the level of funding and any conditions on payment of grants.
- Funding prioritization may be applied to applicants considered part of a designated priority group.
- The BC Arts Council informs each applicant of the assessment panel's decision in writing.
- Applicants may check the status of their application at any time through the online system.
- All results are final.

Designated Priority Groups

The BC Arts Council has committed to targeted investment in underserved and equity-deserving groups and the development of equity support initiatives, including a policy to support <u>designated</u> <u>priority groups</u>. These identified groups will be the focus of BC Arts Council strategic measures, through dedicated programs, funding prioritization processes, partnerships, and outreach.

The BC Arts Council's designated priority groups include applicants and arts and cultural practitioners who are:

- Indigenous (First Nations, Métis, or Inuit) Peoples
- Deaf or experience disability
- Black or people of colour
- Located in areas outside greater Vancouver or the capital region

Applicants who would like to identify as part of a designated priority group must complete the Designated Priority Groups section in their online Personal Profile. All applicants are encouraged to also complete the Voluntary Self-Identification section, but it is not mandatory.

Assessment Criteria

The assessment criteria are the primary lens through which the assessment panel will review and score your application.

The Extending Foundations: Action Plan for 2022-2024 includes the BC Arts Council's commitment to placing reconciliation, equity, diversity, inclusion, and access at the centre of its activities with the intention to address historic funding inequities. Equity considerations are embedded throughout the assessment criteria and the assessment process.

The areas of assessment for this grant program are outlined below along with their relative scoring percentage.

Keep these criteria in mind as you complete your application.

IMPACT ON THE APPLICANT (50%)

When considering the impacts of the activities on the applicant, the committee will assess the:

- Impact on the applicant's artistic or professional practice.
- Opportunities for the applicant's professional growth and the development of the next stage of their career.
- Timeliness, urgency, and relevance of the activities in relation to the applicant's learning or career development goals.
- Suitability of the course, workshop, mentors, host, opportunity, event, or presenting organizations.

IMPACT ON THE COMMUNITY AND THE ARTS SECTOR (30%)

When considering the significance of the activities more broadly, the committee will assess the:

- Impacts of the project on B.C.'s arts and culture sector, including but not limited to:
 - Contribution to the art form or practice, including reclamation, preservation, or innovation
 - Contribution to rural and remote communities
 - How the project addresses an identified need in the sector.
- Short and long-term impact on the applicant's identified community (for example, artistic, cultural, or geographic community).
- Integrity of the project including ethical approaches to:
 - Research, collaborative processes, contributors, source materials, cultural considerations, and protocols.
 - Engagement with Indigenous people, communities, practices, materials, beliefs.

- Measures in place to ensure the safety of all participants, including physical, emotional, and cultural.
- Meaningful contribution to equity-deserving and under-represented artistic practices, arts practitioners, and cultural communities.

FEASIBILITY (20%)

When considering the viability of the project, the committee will assess the:

- Clarity of the work plan or timeline.
- Clarity and appropriateness of the budget, including fair compensation for all participants.
- Applicant's experience and capacity to undertake the project.
- Experience and capacity of any mentors, instructors, or host organizations to undertake or support the project.

Notification of Results and Feedback

The BC Arts Council strives to inform each applicant of the results of the assessment process no later than 16 weeks after the application closing date.

Notification is sent by email to the primary contact linked to the application.

Emails are sent through the online system. Be sure the email address **NoReply@BCArtsCouncil.ca** is on your safe sender list.

Results will not be shared before the official notification letters are sent.

Contact a Program Advisor for feedback on the assessment of your application after you have received notification of the results.

Payment of Grants

Grant payments are subject to an authorizing appropriation under the *Financial Administration Act*.

The BC Arts Council reserves the right to redistribute, delay, or suspend payments if the recipient:

- Does not carry out its planned program of activities.
- Makes major changes in artistic or administrative direction.
- Does not meet its obligations as a grant recipient, including submission of final reports.
- Fails to comply with legal obligations.
- Fails to respect the commitment to provide a safe and respectful workplace free from harassment, discrimination, and sexual misconduct.

Grants will be paid by cheque and sent to the mailing address listed in the individual or organization profile in the online system unless the applicant is registered for direct deposit.

Grants are taxable income and must be reported. Individuals receiving grants on their own behalf or on behalf of a collective are issued T4As for the year the grant payment is processed.

Final Reports

Grant recipients must submit a final report of the completed project to the BC Arts Council within 30 days of the Project End Date stated in the application.

Final Reports must be submitted through the online system.

Future applications from the applicant to BC Arts Council grant programs will not be accepted if reporting requirements are not met.

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. The applicant's information will be shared in confidence with members of the assessment panel. The names and locations of successful grant recipients may be published, along with the amount of the grant, in the Annual Report of the BC Arts Council as well as in various communications and promotional vehicles of the BC Arts Council and the Province of British Columbia. Social Insurance Numbers are provided to Canada Revenue Agency through the issuance of T4As.

Contact us - We are here to help.

If you have questions after you have reviewed these program guidelines and the <u>Frequently Asked</u> <u>Questions</u> on the BC Arts Council web page, contact a Program Advisor.

Performing Arts:

Justine Shore | 250 940-8538 | Justine.Shore@gov.bc.ca

Studio Arts:

Paneet Singh |778 572-6567 | Paneet.Singh@gov.bc.ca

For general information, contact: 250-356-1718 | <u>BCArtsCouncil@gov.bc.ca</u>

About the BC Arts Council

The BC Arts Council is an agency of the Province of British Columbia under the Arts Council Act, nurturing and supporting arts and cultural activity in communities across British Columbia. In the <u>Extending Foundations: Action Plan for 2022-2024</u>, the BC Arts Council reaffirms its commitment to principles of reconciliation, equity, diversity, inclusion, and access in all of its programs and processes.

The BC Arts Council conducts its operations and funding activities in accordance with legislation and other guiding documents such as the <u>BC Human Rights Code</u>, <u>Accessible BC Act</u>, <u>Accessible Canada Act</u>, the <u>Declaration on the Rights of Indigenous Peoples Act</u> and <u>Action Plan</u>, and the <u>United Nations Declaration on the Rights of Indigenous Peoples</u>, as well as the <u>Calls to Action of the</u> <u>Truth and Reconciliation Commission</u>.

For more information about the BC Arts Council's mandate, vision, values, and strategic directions, visit the <u>About</u> and <u>Priorities</u> sections on the BC Arts Council website.

Professional Development: Application Checklist

Be sure you have included or completed the following before you submit your application. Review the program guidelines and the application for specific requirements. Call a Program Advisor if you have any questions.

In your Personal Profile on the BC Arts Council online grant system:

- Update your address and other contact information
- **Complete the Designated Priority Group section (required for funding prioritization)**
- Complete the Voluntary Self-Identification section

Text boxes in application:

- Precise description of the project
- □ Up to three relevant career highlights from your professional practice that demonstrate your capacity and experience to undertake this project
- Detailed description of your specific learning or career goals and a summary of how this project will impact your professional practice and future opportunities.
- Workplan, timeline, itinerary, or schedule that includes significant milestones and/or benchmarks
- □ If your activity or learning will provide direct benefit to an organization you are employed by, a summary of how the organization is supporting the project
- Clear statement about compensation to every professional artist and practitioner participating in the project
- Statement describing how this project may benefit your identified communities (as applicable)
- Brief summaries of how this project or your practice align with BCAC's priorities of Reconciliation, Equity, Diversity, Inclusion, and Access

Pop-out forms:

D Summary of eligible expenses with notes for each expense

Uploaded documents:

□ Your curriculum vitae (CV) or resume.

For Mentorship, Learning Residency, Courses, or Workshops:

- Documentation from the institution, teacher, master, advisor, or mentor confirming specific financial and scheduling arrangements and agreements
- **D** Resume or biographical statement for advisors or mentors

And finally:

Ask a friend or trusted advisor to review your application for clarity, omissions, errors, etc.