



Tourism, Culture and Heritage

Culture Division

World Trade and
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Operating Assistance to Cultural Organizations

This program is designed to enhance stability within cultural organizations that develop and sustain Nova Scotia's cultural community. Support is provided to organizations that form a framework for the province's cultural sector, including those which produce cultural product, own and or manage cultural facilities, provide service to the cultural sector and produce a cultural festival or event. These organizations are fundamental to the vitality and long-term health of cultural life in Nova Scotia as primary cultural producers, enablers or developers of cultural activity.

Program goals

This program supports the four main goals of the Culture Division:

- *Artistic development* - to support creation and expression in the arts by:
 - ~ supporting people at all levels of artistic involvement
 - ~ supporting artistic expression and the pursuit of excellence and innovation
 - ~ promoting learning in the arts for people of all ages through education and participation
 - ~ developing new and maintaining existing audiences.
- *Community development* - to support opportunities for people to participate in and build community life by:
 - ~ developing new and strengthening existing relationships among groups and organizations engaged in cultural activities
 - ~ encouraging more cultural activities that explore and/or celebrate a community's or a cultural sub-sector's identity
 - ~ encouraging more participation in and access to cultural activities
 - ~ encouraging the development of Nova Scotia's cultural diversity
 - ~ supporting activity which contributes to the long-term development of the cultural sector.
- *Cultural sector stability* - to support stable agencies that oversee the development and address the specific concerns and opportunities for various cultural sub-sectors by:
 - ~ fostering stewardship of cultural resources through effective governance and planning
 - ~ encouraging development and stability of key programs and services
 - ~ reaching all parts of the province or of a designated region.
- *Industry growth* - to provide a stable environment for cultural economic growth by:
 - ~ enhancing out-of-province sales of Nova Scotia's cultural products
 - ~ enhancing market readiness of cultural producers
 - ~ improving technical and export capabilities of a product, skill or facility
 - ~ expanding market opportunities, earned revenues and earned revenue potential.

Organizations assisted

Under this program, the Culture Division supports:

- *Service organizations* - organizations that promote the development of a specific arts discipline, education and training, or a specific cultural interest (includes community arts councils).
- *Producers* - organizations that produce and present to generally accepted artistic and professional standards.
- *Festivals and Presenters* - organizations that present artists to the public by way of performances, exhibits, demonstrations or lectures.
- *Facilities* - Organizations that own and operate facilities that primarily serve cultural interests.

Activities assisted

Support is provided towards annual administrative and core program and/or service costs.

Eligibility

An applicant under this program must be a registered not-for-profit society or not-for-profit cooperative in good standing with the Provincial Registrar of Joint Stock Companies or federally registered under the Corporations Act as a not-for-profit society or cooperative based and operating in Nova Scotia and meet the following criteria:

- It must have been operating for at least one year prior to the date of application
- It must not receive operating assistance from any other provincial government agency or department
- It must maintain an active membership or show a form of community support that includes Nova Scotia residents and persons other than those who serve on the board of directors
- It must operate programs year round, except for presenting festivals which may have seasonal programs
- It must secure additional sources of revenue such as corporate contributions, donations, sales, and membership fees and must pursue other sources of public or private funding

Level of funding

- Under this program the department will contribute no less than 5% and no more than 60% of revenues required to cover annual administrative and core program and/or service costs.
- Combined municipal, provincial and federal funding normally will not exceed 90% of total revenues for annual administrative and core program and/or service costs.

- To help stabilize funding levels, as well as allow new applicants into the program, the department normally will not increase or decrease the funding level to an organization from its previous year level by more than 15%.

Approved applicants initially are provided with 80% of the approved amount. A mid-year financial report is required before the balance is released.

Application procedure

- Applicants, especially first time applicants, are encouraged to contact Culture Division staff prior to submitting an application.
- Applicants may submit one application annually on which they indicate one or more of the following categories: Facility, Festival/Presenter, Producer, or Service Organization.
- Applicants must submit a completed application form, signed and dated by the organization's chair, with required supporting documents.
- Applications can be sent electronically, delivered by hand or sent by regular mail but in all cases must be either received in the Culture Division office by 4:30 pm on the deadline date or be post-dated no later than the deadline date.
- Applicants should not submit application materials bound in folders, binders or plastic sleeves because materials must be duplicated to circulate to Assessment Panel members.

Three Year Status

As a result of the assessment process, applicants can secure *Three Year Status*. This designation provides a qualified three year commitment. Organizations that attain *Three Year Status* will submit complete new applications once every three years. In years two and three organizations will be required to submit progress reports, revised budgets, and audited statements. Funding in years two and three is contingent upon the approval of the department's budget in the provincial legislature and the organization's carrying out its proposed plan.

To be considered for three year status applicants must indicate so on the application and must meet the following criteria:

- have been in continuous operation for at least three years at the time of application during which time the organization's activities have been stable or developing in a planned manner
- have a record of effective and consistent financial performance
- have prepared a three year business or action plan outlining goals, planned programs and/or services, budget targets, and how progress will be monitored and evaluated year to year.
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Organizations which secure Three Year Status will jeopardize their status if, at any time during the three year period, they are unable to carry out a substantial portion of their proposed plans, have a significant change in board and/or staff personnel, or experience severe financial difficulty.

Disclosure and Relevance of Surplus and Designated Funds

The Culture Division recognizes that organizations acquire funds for long-term designated use. Such funds can result from donations and contributions for assigned purposes. This could include gifts of money on condition they are invested in perpetuity (or for a designated period of time) and that funds or interest income earned be used for a prescribed purpose such as a scholarship.

As well, an undesignated gift of money may be designated for long-term investment from which interest earned, or interest and a portion of the principle, be used to fund specified needs.

Details regarding designated funds must be disclosed in the organization's submission to this program. The department respects the organization's declaration that such funds are protected for long-term use and does not deem them as funds available for the organization's general operations. Thus, organizations with designated funds are eligible to receive assistance towards annual operating expenses.

Undesignated funds will be considered as surplus and must be reinvested into operations.

Application assessment

Applications are reviewed by staff in the Culture Division for completeness and eligibility. They then are assessed and scored by an *External Assessment Panel*. The panel's recommendations are forwarded to the Minister of Tourism, Culture and Heritage for review and final decisions.

Program goals and evaluation: the department believes that setting goals or objectives and undertaking formal quantitative and qualitative evaluation of program results against those goals contribute to an organization's success in pursuing its vision and mission. Evidence of a program evaluation process and results is one of the factors on which applicants are scored. Thus, your organization's current goals and program evaluation should be discussed in your response to Question 7.

Support materials: the most useful materials to send are of two types:

- those materials you use to promote and make known your organization's programs and/or services, such as printed programs, catalogues, flyers, posters, newsletters, and press releases
- those materials which show community support such as letters of support or endorsement and feedback from participants or consumers

A detailed copy of the assessment form used in assessing your application is available upon request from the Culture Division office.

Program Evaluation

The *Operating Assistance to Cultural Organizations* program aims to partner with the community by providing investment for a cultural infrastructure that is appropriate, efficient, dynamic, sustainable and adequate.

Information contained in the application will be used to evaluate the success of the program.

Expected outcomes include:

- improved stewardship within the culture sector
- improved organizational effectiveness through board governance and planning
- increased leverage of other resources including earned revenues
- increased access to cultural resources and increased participation in cultural activity
- fair distribution of funds regionally and by sub-sector

Deadline for applications is February 15th. When the deadline falls on a weekend or holiday, postmarks for the following business day will be accepted.

Send application to: Culture Division, PO Box 456, Halifax, Nova Scotia, B3J 2R5. Fax: 424-0710. E-mail: cultaffs@gov.ns.ca . For more information, call (902) 424-5793.



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Operating Assistance to Cultural Organizations: Application Form

Organization _____

Registration # _____ Date of incorporation _____

Primary Contact Person _____

Chairperson _____

Executive Director (if applicable) _____

Artistic Director (if applicable) _____

Mailing address _____

Postal code: _____

Phone: Contact Person Work: _____ Home: _____

Phone: Chairperson Work: _____ Home: _____

Fax: _____ E-mail: _____ Web: _____

Please indicate the primary and secondary functions your organization serves:

Category	Primary function (check one only)	Secondary functions (check as many as apply)
Facility		
Festival/Presenter		
Producer		
Service Organization		

Is your organization requesting Three Year Status? (Circle one) Yes No

Total expenses \$ _____ **Amount requested** \$ _____

(Amounts shown in your coming year budget)

Complete the table on page 2. Answer the questions listed on page 3 and prepare the financial information comparative table described on page 4 on separate paper and attach.

The deadline for applications is February 15.

Applications must be postmarked on or prior to the deadline date to be eligible. If the deadline date should fall on a weekend or holiday, applications that are postmarked for the following business day will be accepted.

Send application to: Culture Division, NS Tourism, Culture and Heritage, PO Box 456, Halifax, Nova Scotia, B3J 2R5. Fax: 902-424-0710 E-mail: cultaff@gov.ns.ca For more information call **(902) 424-5793**.

Data (for information purposes only; this data is not used in scoring applications)		
1	# of current members (if organization has a membership structure)	
2	# of volunteers (if applicable - not including members)	
3	# of individuals who make financial donations (if applicable)	
4	# of people served in previous year (e.g. attendance/number of participants/persons served through programs)	
5	# of events in previous year (e.g. performances, workshops, exhibitions, events)	
6	Period covered for #'s given for 4 & 5 above (mon/year to mon/year)	to
Taxes		
1	Income tax remitted to Receiver General of Canada for salaried employees	\$
2	net HST (after any recovery, or net of HST paid vs HST collected)	\$

Optional

The department will assemble an External Assessment Panel composed of people who are experienced in managing cultural organizations to assess applications. If you wish, provide the names of people you think could provide a fair and objective assessment of your organization:

Application checklist

Item	Yes	No	On file
Answers to questions 1 thru 9 on separate paper (see questions on page 3)			
Copies of Memorandum of Association, Certificate of Incorporation and By-laws, if not on file at the department			
A list of current board members indicating those holding executive positions			
A list of staff persons (indicate which are core staff and which are project staff)			
A copy of your Governance Manual, if not on file at the department			
A copy of financial statements for the most recently completed fiscal year including a balance sheet (assets, liabilities, equity/debt) and income statement. Financial statements must be signed by an authorised representative of the organization.			
A comparative table of financial information as described on page 4 of the application. (if requesting Three Year Status include a 3 year budget with targets for each of years 1, 2 and 3)			
A copy of your current business, action or strategic plan (if requesting Three Year Status you must include a 3 year plan)			

Applicant's Signature

Date

**Answer the following questions on separate paper and attach to your application.
Do not submit application materials bound in binders, folders or plastic sleeves.
Please number responses to correspond to the question numbers.**

1. What are the vision and mission statements for your organization? If these statements do not exist what is your organization's mandate or what are the objectives stated in your Memorandum of Association?
2. Which artistic disciplines or types of cultural activity does your organization serve? (A list of the artistic disciplines or a short description of the areas of your cultural activities is sufficient.)
3. What is the geographic reach of your programs and services? (Simply state the most usual area served by your organization.)
4. In what way does your organization provide leadership or offer a unique program or service in the province? (Please respond in more general terms rather than describing all program activity in answering this question.)
5. (a) What does your organization do to support excellence in the community in the discipline(s) or the field(s) in which it works? (Please respond in more general terms rather than describing all program activity in answering this question.)
(b) What do you do to achieve excellence in the running of your organization?
6. Through this program the Culture Division pursues goals in four areas as outlined on page one of the program description. In what ways do your programs and/or services support those goals which are pertinent to your organization? (Please respond in more general terms rather than describing all program activity in answering this question.)
7. Describe your programs and services by providing the following information for each:
 - what your goals were in the most recently completed year and what activities were undertaken; how you assessed success and what results you achieved
 - what your goals are in your current year and what activities you are undertaking; how your goals and/or activities may have changed as a result of the previous year's results
 - what your goals are for the coming year and what activities you are planning to accomplish these goals; whether you anticipate that levels of participation in your programs and/or services will change

Facilities, Festivals and Presenters, and Producers: Attach a detailed list of the artists, performances, productions, presentations, and/or exhibits you presented including dates and locations.

Note: Organizations requesting Three Year Status must submit a three year business or action plan outlining goals, planned programs and/or services, and how progress will be monitored and evaluated year to year.

8. Describe the types and amount of community support your organization receives such as sponsorships, partnerships, volunteer involvement, and relationships with other cultural organizations. Have these changed from the previous year?
9. (a) Have you made any changes to your Governance Manual in the past year? If so, please attached any new or revised documents or policies.
(b) Are there any plans for board development or changes to the Governance Manual in the coming year?

Financial Information Requirements

Applicants must submit detailed financial information in a comparative table format with columns for the following information:

- Actual revenues and expenses for the most recently completed year
- Budget for current year
- Forecasted year-end revenues and expenses for current year
- Budget for coming year

For example

Item	2004-05 Actuals	2005-06 Budget	2005-06 Forecast	2006-07 Budget

Note: For organizations whose fiscal years end between September 30 and December 31 it is adequate to include only 2 years. Include 3 columns: Budget and Actuals for the most recently completed year and Budget for the current year. For example: November 1, 2004 to October 31, 2005 Budget and Actuals and November 1, 2005 to October 31, 2006 Budget

Report revenues and expenses by categories using headings such as:

Revenues

- Earned income
- Sponsorships
- Fund raising and donations
- Value of In-kind contributions
- Government funding
 - Provincial: amount requested under this program
 - Provincial: from other sources
 - Federal
 - Municipal

Total revenues

Expenses

- Salaries/benefits
- Administration and/or Overhead costs
- Physical plant maintenance and utilities (for organizations owning facilities)
- Core program costs
- Promotion and advertising
- Special project direct costs

Total Expenses

Surplus(Deficit)

Indicate which expenses are in-kind (should balance value of in-kind contributions shown under Revenues)

Please include notes to the financial comparative table to explain:

- any dramatic changes in a particular category of revenue or expense
- any category figures which are particularly large relative to other categories
- a deficit or significant surplus for the coming year's budget
- any particular items to which you want to draw attention

NOTE: Organizations with accumulated debts exceeding 5% of the coming year's budget must include a debt reduction plan to explain what steps are being taken to eliminate the debt.

Three Year Status requirement: If your organization is requesting three year status you must provide budget projections for the coming three years.