

## 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 which produce cultural products, own and/or manage cultural facilities, provide services to the cultural sector and produce or present cultural festivals or events. Such organizations are fundamental to the vitality and long-term health of cultural life in Nova Scotia.

### 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 professional arts and culture organizations\* including:

- *Facilities* - Organizations that own and operate facilities that primarily serve cultural interests.
- *Festivals and Presenters* - organizations that present professional or established artists to the public by way of performances, exhibits, demonstrations or lectures.
- *Producers* - organizations that produce and present to generally accepted artistic and professional standards.
- *Service organizations* - organizations that promote the development of a specific arts discipline, education and training, or a specific cultural interest (includes community arts councils).
- *Youth organizations* - organizations which have a provincial mandate that produce annual events or offer on-going programs for youth which attract participation from across Nova Scotia

\* Professional arts and culture organizations support, present, or produce work by professional or established artists, and/or employ paid staff to administer on-going arts and culture programs and services.

## **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:

- has been operating for at least one year prior to the date of application
- does not receive operating assistance from any other provincial government agency or department
- maintains an active membership or shows a form of community support that includes Nova Scotia residents and persons other than those who serve on the board of directors
- operates programs year round, except for presenting festivals which may have seasonal programs
- secures 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 normally 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.
- When a previously funded organization is performing poorly in a key area, as reflected in its application, its funding level may be decreased, but normally by no more than 15% from the previous year.

Normally applicants will be paid 100% of the approved amount at the time of approval. Organizations which do not apply to the program in the following year will be required to submit a final report.

### **Application procedure**

- First time applicants must 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, Service Organization, or Youth 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.

### **Application assessment**

Applications are reviewed by staff in the Culture Division for completeness and eligibility. They then are reviewed by an assessment panel whose recommendations are forwarded to the Minister of Tourism, Culture and Heritage for final decisions.

The assessment considers four key areas of organizational effectiveness: program planning and evaluation, community relationships, board governance, and financial management.

*Program planning and evaluation:* the department believes that setting goals or objectives and undertaking formal quantitative and qualitative evaluation of program results contribute to an organization's success in pursuing its vision and mission. Thus, your organization's program goals and evaluation should be discussed in your response to Question 4.

*Community relationships:* the department believes that organizations benefit from having strong and effective relationships with others in the community, such as with other organizations, sponsors, volunteers and donors. Outline and discuss the types of relationships your organization has in your response to Question 5.

*Board governance:* boards of directors play a central role in the operation of non-profit societies or cooperatives. Describe the role played by your board in your response to Question 6.

*Financial management:* the department relies upon the completeness of financial statements and the effective organization of financial information to determine the financial health of an organization. It is important that the table required under "Financial Information Requirements" be presented as described to allow for a comparison of revenues and expenses over a 3 year period. Notes to financial information are required to explain significant changes in numbers from one year to the next.

*Support materials:* it is recommended that applications include the following types of materials:

- 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

**NOTE:** submitting recorded material (cd's, videos, audio tapes) is not useful; time restraints preclude reviewing such submissions.

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

### **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 board approved financial statements. Funding in years two and three is contingent upon the approval of the department's budget in the provincial legislature without a significant reduction from the previous year 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 been funded under the Operating Assistance program in the previous year
- have a record of effective and consistent financial performance
- have prepared a three year plan outlining goals, planned programs and/or services, and budget targets

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. They may also voluntarily remove themselves from three year status by applying to a deadline before the end of their three years.

### **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 specific programs.

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 may be accumulated for contingency or cash flow purposes. If this amount exceeds 25% of an organization's annual budget, the excess should be designated or reinvested into operations.

### **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

**Applicants are advised that grant recipients may be subject to Provincial audit.**

**Deadline for applications is February 15<sup>th</sup>. 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](mailto:cultaffs@gov.ns.ca) .  
For more information, call (902) 424-5793.**

## Operating Assistance to Cultural Organizations Application Form

Organization \_\_\_\_\_

Non-profit 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:. The category selected as your primary function will determine which assessment panel reviews your application.

Category	Primary function (check one only)	Secondary functions (check as many as apply)
Facility		
Festival/Presenter		
Producer		
Service Organization		
Youth 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 and the checklist on page 3. On separate paper answer the questions listed on pages 4 and 5 and prepare the financial table described on pages 5 and 6 and attach to the form.**

<b>General Data</b> (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 made financial donations in previous year (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 3, 4 & 5 above (mon/year to mon/year)			to
<b>Personnel data</b>				
		# of salaried employees		# of contract staff
		Full-time	Part-time	
1	Administrative/Management			
2	Creative/Artistic/Program*			
<b>Taxes</b>				
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)			\$

\* Include workshop instructors, guest speakers and others who delivered programs but otherwise are not employed by the organization

### Optional

The department assembles an 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:

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## Application checklist

Item	Yes	No	On file
Answers to questions 1 thru 7 on separate paper (see questions on page 4 and 5)			
Copies of Memorandum of Association, Certificate of Incorporation and By-laws, if not on file at the department			
A list of current board members as of February 1 (in year of application) indicating those holding executive positions			
A list of staff persons (indicate which are core staff and which are project staff) (current list required annually)			
A copy of your Governance Manual (optional but recommended)			
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 financial table as described on pages 5 and 6 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 (optional if requesting 1 year funding / mandatory if requesting Three Year Status)			

### 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](mailto:cultaff@gov.ns.ca)

For more information call (902) 424-5793.

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Date

**Answer the following questions and attach to your application.**

**Number each answer to correspond to the question number.**

**Use 8.5 x 11 inch white paper, black type no smaller than 10 point, and printed on one side only.**

**Do not submit application materials bound in binders, folders or plastic sleeves.**

**Please note: assessment panel members face a substantial volume of reading. Please be concise and to the point in your answers.**

**1. Organizational profile**

Describe your organization in 800 words or less, providing the following information outlined below:

- (a) vision and mission or mandate (or the objects stated in your Memorandum of Association)
- (b) scope of activities (artistic disciplines or types of cultural activity your organization serves)
- (c) geographic area normally served
- (d) a brief history of your organization (include milestones and significant accomplishments)

**2. Organization's role**

In 500 words or less and in general terms, describe the role your organization plays in contributing to or supporting Nova Scotia's cultural community by addressing:

- (a) in what way your organization provides leadership or offers a unique program or service
- (b) what your organization does to support excellence in the community in the disciplines or the fields in which it works

**3. Supporting the Culture Division's goals**

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 address the specific goals under each goal area that is pertinent but respond in general terms rather than describing all program activity in answering this question.)

**4. Program planning and evaluation**

(a) Provide a simple list of all your programs and services offered or of all events presented last year.

e.g. artists, performances, productions, presentations, and/or exhibits you presented including dates and locations, workshop/seminar topics with names of workshop resource people and number of participants

(b) In a succinct narrative or point form describe your programs and services by providing the following information and **organizing your response by program or category of programs** such as "Instructional programs" or "Communications":

- a brief description of the program or service
- the program's goals or objectives last year, how you assessed success (evaluation), what results you achieved and what you learned
- whether the program has continued this year (year in progress) and, if so, if it has changed because of last year's results; what you hope it will achieve, if different from last year;
- whether will you continue the program in the coming year; if so, if it will change; what you hope it will achieve, if different from the current year

For any new program or service, provide a brief description of what is planned and what you hope it will achieve (goal or objective).

**Note:** Organizations requesting Three Year Status must submit a three year plan. A strategic plan is preferred, outlining areas of focus (strategic directions), goals or objectives, targets or measures for each goal, and how progress will be monitored and evaluated year to year, and a detailed action or activity plan for the coming year (first year). Alternatively, a three year activity plan is acceptable.

**5. Community support and relationships**

Describe the relationships your organization has with, and the support it receives from other organizations, sponsors, volunteers and donors. Have these changed from the previous year?

**6. Board governance**

Describe the role your board plays in the running of your organization. How frequently does the board have regular meetings? Please attach any additions or revisions to your governance manual made in the past year. If you have never submitted a governance manual and now have one, please include a copy.

**7. Current issues or concerns**

What issues or challenges is your organization currently facing which you have not addressed in answering any of the other questions? What actions are you taking to respond to these issues or challenges?

**Financial Information Requirements**

Applicants must submit:

- (a) Financial statements signed by an officer of the board (balance sheet or statement of financial position, and income statement) for the most recently completed fiscal period. Externally prepared statements must include all "Notes to the Statements".
- (b) State the start and end dates for you fiscal year (e.g. April 1 to March 31).
- (c) Financial information in a **comparative table** with columns for the following information:
  - Actual revenues and expenses for the most recently completed year
  - Budget for current year as approved at the start of the year
  - Forecast for year-end revenues and expenses for your current year (as known February 1)
  - Budget for coming year

Please use the column format shown below.

Fiscal year:				
Item (use categories of revenues and expenses)	2006-07 Actuals	2007-08 Budget	2007-08 Forecast	2008-09 Budget

**Note:** For organizations whose fiscal year ends between September 30 and December 31 include: Actuals for 2 years ago, Budget and Actuals for the most recently completed year, and Budget for the current year as shown below:

Fiscal year:				
Item (use categories of revenues and expenses)	2006 Actuals	2007 Budget	2007 Actuals	2008 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** (must balance value of in-kind contributions shown under Revenues)

**You must include notes** to the financial table to explain:

- any significant change in a particular category of revenue or expense
- any category subtotals 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.