



Canadian
Heritage

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Endowment Incentives Component

Canadian Arts and Heritage
Sustainability Program

Applicant's Guide 2009-2010

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1. Introduction

The Canadian Arts and Heritage Sustainability Program aims to strengthen organizational effectiveness and build capacity of arts and heritage organizations. It is comprised of four program components: Stabilization Projects, Capacity Building, Endowment Incentives, and Networking Initiatives.

1.1 ENDOWMENT INCENTIVES COMPONENT OBJECTIVES

This component is intended to foster a climate, which encourages private donors to contribute to endowment funds for *not-for-profit professional arts organizations* in order that they may have access to new sources of funding in the future. Raising capital and creating endowments supports the long-term stability of these organizations and gives them greater capacity to realize their artistic expression. The Endowment Incentives component invites active involvement from the private sector in the cultural affairs of the community by providing matching funds of up to one dollar for every dollar raised from private donors, to create endowment funds or to increase existing ones.

2. Eligibility Criteria

An application to the Endowment Incentives component must be submitted jointly by a *not-for-profit professional arts organization* and an associated foundation. Each of these two parties must meet their respective eligibility criteria.

The foundation becomes the recipient of the matching funds; the not-for-profit professional arts organization is the final beneficiary of the income generated from the foundation's investment.

2.1 ASSOCIATE FOUNDATION

To be eligible, the **foundation** must:

be a publicly registered charitable foundation at the time of application, as described in subsection 149.1 (1) of the *Income Tax Act*, whose mandate is to accumulate, administer, and invest capital assets for the purpose of providing part or all of the annual income to the associated organization.

2.2 BENEFICIARY ARTS ORGANIZATION

To be eligible, the *not-for-profit professional arts organization* must:

- be incorporated under the appropriate federal, provincial or territorial legislation;
- receive support from either the Canada Council for the Arts (<http://www.canadacouncil.ca/>), the Arts Presentation Canada (<http://www.pch.gc.ca/pgm/pac-apc/index-eng.cfm>) program, or be a training institution supported through the National Arts Training Contribution Program (<http://www.pch.gc.ca/pgm/ffsa-catf/index-eng.cfm>), at the Department of Canadian Heritage.
Note: Applications from organizations that received funds under this component prior to the addition of this criterion in 2005-2006 will be considered.
- have as its principal mission (core purpose as outlined in their mission statement):
 - the *creation or production* of professional artistic works;
 - the presentation of professional artistic works; or
 - the training of professional artists;

- have been in operation for a minimum of three years prior to the application; cannot have a negative net assets balance in excess of 15% of the total revenues for the fiscal year. The net assets balance used in the calculation must exclude any externally restricted components. Both figures to be used in this calculation are based on the financial statements, presented according to the generally accepted accounting principles of Canada.

2.3 INELIGIBLE ORGANIZATIONS

The following are not eligible under this component:

- Heritage organizations
- Competitions
- Federal agencies, Crown corporations, provinces, territories, and municipalities and their agencies.

3. Assessment process and criteria

All applicants are encouraged to contact the national office of the Department of Canadian Heritage before submitting a completed application.

After we have received a complete application, the eligibility of the organization and the foundation is evaluated. The evaluation is based on the information provided in the Application Form and all supporting documents.

Additional information may be requested to enhance the assessment process. Should the applicants meet the eligibility requirements, their application will be further assessed on the organizational, administrative and financial viability of their organization according to the following criteria.

3.1 HOW, AND TO WHAT EXTENT, DOES THE ASSOCIATE FOUNDATION:

- possess a governance structure, investment policies and practices, and management capability that will safeguard the financial assets under its responsibility;
- demonstrate that previous grants and private donations raised have been deposited and secured in the foundation's assets.

3.2 HOW, AND TO WHAT EXTENT, DOES THE PROFESSIONAL ARTS ORGANIZATION:

- demonstrate a commitment to best practices in management and organizational development in the areas of human resources, finance, board governance, and succession planning;
- demonstrate a commitment to prudent financial control and planning;
- demonstrate sound business planning based on a rigorous analysis of the organization's needs.
- demonstrate a commitment to its long-term sustainability.

If the organization cannot adequately demonstrate these areas, the Department reserves the right to reject the application.

4. Funding

The final amount granted will be determined once all applications have been assessed. Recommended applicants receive a grant from the Department to match the funds raised from donations up to a maximum of one dollar for each dollar raised, **depending on the availability of funds and the number of successful applicants.**

4.1 MAXIMUM AMOUNT OF FUNDING

The maximum amount eligible in each fiscal year is the lesser of \$2,000,000 or 50% of the average value of the total revenues for the past three completed fiscal years.

The maximum an organization can receive from this component is \$10,000,000 over the life of this program.

4.2 CONSIDERATIONS

- To be considered for matching funds, donations must come from private sources. These can include non-governmental sources such as gifts from individuals, corporations or non-government foundations. These can also include an amount an arts organization has decided to donate in perpetuity, out of its own assets, to the endowment fund held by its partner foundation.
- Public funds, from any level of government, including their agencies will not be considered for matching.
- Only secured donations are eligible to be matched. Pledges and bequests are not eligible.
- As a condition of the receipt of matching funds, the associated foundation must demonstrate that the accumulated funds (funds raised and the matching grant) be protected and capitalized in perpetuity and only the income generated by the funds is made available to the associated independent not-for-profit arts organization.
- The cost of fundraising activities must be borne by the operational budgets of the beneficiary arts organization if the beneficiary arts organization is partnering with a foundation other than its own.
- Administration costs of the grant shall not exceed 1% of the value of the grant as recorded for the preceding fiscal year.
- The foundation and the beneficiary arts organization must be able to certify that current or former public office holders or public servants in their employ are in compliance with the Values and Ethics Code for the Public Service, the Conflict of Interest and the Post Employment Code for Public holders in all matters relating to the affairs of the applicants.

4.3 CALCULATING THE MAXIMUM POTENTIAL GRANT

To estimate the potential for matching funds, the applicant arts organization should:

- calculate its average annual operating revenue based on the last three completed fiscal years, from the date of application;
- calculate 50% of this amount.

The following represents hypothetical situations only. These examples are meant to assist with calculations and do not prescribe either the fiscal years or the revenues for participation in this component.

Example A

Step 1: Calculate Average Annual Operating Revenue

Fiscal Years	Annual Operating Revenue
2006-2007	\$3,000,000
2007-2008	\$2,500,000
2008-2009	\$3,500,000
Total	\$9,000,000

Average Annual Operating Revenue (divide by three) \$3,000,000

Step 2: The maximum potential grant for a successful applicant is the lesser of 50% of this amount or \$2,000,000.

Step 3: $\$3,000,000 \times 50\% = \$1,500,000$

For this applicant, **\$1,500,000** is the maximum that can be matched for the December 1, 2009 deadline under the Endowment Incentives Component, provided the applicant has not reached the total maximum accumulated amount of \$10,000,000.

Example B

Step 1: Calculate the Average Annual Operating Revenue

Fiscal Years	Annual Operating Revenue
2006-2007	\$25,000,000
2007-2008	\$21,000,000
2008-2009	\$26,000,000
Total	\$72,000,000

Average Annual Operating Revenue (divide by three) \$24,000,000

Step 2: The maximum potential grant for a successful applicant is the lesser of 50% of this amount or \$2,000,000.

Step 3: $\$24,000,000 \times 50\% = \$12,000,000$

For this applicant, the maximum allowable match is **\$2,000,000**, for the December 1, 2009 deadline under the Endowment Incentives Component, provided the applicant has not reached the total maximum accumulated amount of \$10,000,000.

5. Method of payment

If the application is approved, payments will be made in the form of [grants](#). Prior to the release of funds, a grant agreement specifying conditions for restricted capitalization, control and accountability mechanisms must be signed by the Recipient Foundation.

6. Application requirements

The foundation and the [not-for-profit professional arts organization](#) must complete their respective forms and together submit all required documentation, including their respective application checklist.

Checklists for both the foundation and the not-for-profit professional arts organization can be found in Annex IV.

6.1 THE ASSOCIATED FOUNDATION MUST SUBMIT:

Note: If you have already submitted an application to this component, it is not necessary to resubmit the documents listed in items 1, 2 and 3 unless there have been changes. In item 7, you may submit only the most recent audited financial statements.

1. The Foundation's letters of patent, status of incorporation, mandate and by-laws;
2. Statement describing the foundation's policy on conflict of interest;
3. A copy of the foundation's investment policies. Such policies shall specify the investment methods and income remitted to the organization;
4. General Application for Funding Form duly completed and signed by an authorized person (Chair, Executive Director/General Manager); (Annex I)
5. Resolution of the Board of Directors of the Foundation to sign the attached **Certification** to authenticate the collection and deposit of private donations to the foundation;
6. Completed **Certification** with original signatures (Annex III);
7. Audited financial statements for the last three (3) completed cycles, including the management letter, prepared by an independent chartered accountant and signed by two members of the Board of Directors.
8. Application Requirements Checklist for the associated foundation; (Annex IV)

6.2 THE NOT-FOR-PROFIT PROFESSIONAL ARTS ORGANIZATION MUST SUBMIT:

Note: If you have already submitted an application to this component, it is not necessary to resubmit the documents listed in items 1 and 2 unless there have been changes. In item 12, you may submit only the most recent financial statements.

1. Organization's letters of patent, status of incorporation, mandate and by-laws;
2. Statement describing the organization's policy on conflict of interest;
3. General Application for Funding Form duly completed and signed by an authorized person (Chair, Executive Director/General Manager); (Annex I)
4. Resolution of the Board of Directors to sign and thereby comply with the requirements of the Governance Practices Disclosure Statement;
5. Governance Practices Disclosure Statement duly completed with original signatures (see Annex II);

6. Resolution of the Board of Directors of the Arts Organization to sign the Certification to authenticate the collection and deposit of private donations to the foundation held in perpetuity;
7. Completed Certification with original signatures (see Annex III);
8. Organizational chart for the organization with the names and roles of key administrators as well as a list of members of the Board of Directors;
9. Annual budget for the organization's current year's operations;
10. Description, in a maximum of three (3) pages (8 1/2 x 11 with a minimum font size of 12) describing how the organization demonstrates a commitment to best practices in management and organizational development specifically in the areas of human resources, finance, board governance, and succession planning;
11. Most recent comprehensive strategic plan (or business plan in the absence of a strategic plan) **as well as an annual update** outlining any important variances to the plan or events that have had a significant impact on the development of the organization;
12. Financial statements for the last three (3) completed cycles, including the management letter, prepared by an independent chartered accountant and signed by two members of the Board of Directors.

Requests for \$50,000 or more must include audited financial statements, while requests for less than \$50,000 must include at least a review engagement report.

If the organization has been in a deficit position for the past 2 (or more) years a written analysis of what has led to the deficit position as well as what plans have been put in place to improve the financial health of the organization. If this has been addressed in the strategic plan, please indicate the page numbers;
13. Five-year budget forecast consistent with the Governance Practices Disclosure Statement as well as a written analysis (maximum of one (1) page 8 1/2 x 11 with a minimum font size of 12) based on the following questions:
 - 1) What assumptions have been made when constructing the budgets (for example what - if any - percentage increase/decrease has been applied to expenses and revenues and how was that percentage determined)?
 - 2) Have the financial implications of the strategic plan been considered into the future budgets? Please explain.
14. Application Requirements Checklist for the not-for-profit professional arts organization (Annex IV).

7. Deadline

December 1, 2009, for funds raised and deposited in the foundation between December 1, 2008 and November 30, 2009. The organizations are encouraged to present their application before the deadline.

If you do not receive an acknowledgement of delivery by e-mail three weeks following the deposit of your application please contact us.

8. Submitting an application

Only completed applications sent with all requested supporting material and postmarked no later than the published deadline will be considered. Any contractual agreements involving either or both, the arts organization or the associated foundation before the application is approved are undertaken at their own risk.

Application forms are available at:

<http://www.pch.gc.ca/pgm/fcic-ccif/103-eng.cfm>

For more information call (819) 997-3955.

Send completed applications to:

Department of Canadian Heritage
Canadian Arts and Heritage Sustainability Program
15 Eddy Street, 3rd Floor
Gatineau, QC K1A 0M5

Tel: (819) 997-3955

Fax: (819) 994-6249

Email: pcap-cahsp@pch.gc.ca

All applications submitted are subject to the [Access to Information Act](#) and the [Privacy Act](#).

9. Glossary

For the purposes of the Program, the following definitions apply.

Arts presenters

Arts presenters select the artistic programming for public presentation in their community based on an *artistic vision*. They hire professional artists, groups and companies and are responsible for paying a guaranteed fee for each presentation. They provide the venue and supply the technical and promotional support. Presenters may also organize audience development and/or outreach in support of their artistic programming. They have a thorough knowledge of the audiences in their communities, of the professional arts community and of the various networks that support both the artists and the presenters.

Business plan

The business plan is a working tool for turning a [strategic plan](#) into reality. It provides a road map for board, staff and organizational partners and is used to attract in particular private sector funders (foundations, corporations and individual donors). Typical arts business plans project organizational growth for the next two to five years. They include financial projections and targets, the size of markets (actual and potential) as well as information on market trends. A business plan describes how the organization is accountable to the community and the methods for monitoring and evaluating progress. A business plan may be a document separate from the organization's strategic plan, or it may incorporate the strategic plan.

Capacity

Capacity refers to organizational competencies and the extent to which these are effective in realizing an articulated mandate. It refers to competencies in financial management, governance practices, planning, marketing and organizational development policies. Capacity building is then any undertaking which would expand, increase or develop an organization's competencies.

Creation/Production

Artistic work, research and production of a new or substantially revised artwork, e.g. play, dance, score, script, sculpture, video or installation. Production also covers stage revivals and may include presentation in certain fields, such as theatre or dance.

Financial statements

Audited financial statements

a) A certified accountant has performed auditing/ verification activities in accordance with generally accepted auditing standards. An auditor's report, without any qualifications or reservations, will generally include three paragraphs:

- an introductory paragraph identifying what statements have been audited, that the financial statements are the responsibility of the entity's management and that it is the auditor's responsibility to express an opinion on the financial statements based on the results of the audit;
- a scope paragraph indicating that the audit was conducted in accordance with generally accepted auditing standards that require planning and execution of auditing activities to provide reasonable assurance that the statements are free from material misstatements and the nature of audit activities performed; and
- an opinion paragraph stating whether the financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the entity in accordance with generally accepted accounting principles.

b) Review engagement report

The review engagement report differs from the audit report in that the scope of a review is less than that of an audit; therefore the level of assurance provided to the reader of the financial statements is lower. A review engagement report will generally include three paragraphs:

- an introductory paragraph identifying what statements have been reviewed, that the review was conducted in accordance with generally accepted standards for review engagements, consisting primarily of enquiry, analytical procedures and discussion related to information provided to the certified accountant by the entity;
- a statement that a review does not constitute an audit and that the certified accountant is not expressing an audit opinion on the financial statements; and
- a conclusion indicating whether anything has come to the certified accountant's attention that causes the accountant to believe that the information being reported on is not, in all material respects, in accordance with generally accepted accounting principles.

Grant

A grant is a transfer payment made to an organization which is not subject to being accounted for or audited, but for which eligibility and entitlement may be verified, or for which the recipient may need to meet pre-conditions.

Management letter

A letter from a chartered accountant which normally accompanies audited financial statements. Based on the chartered accountant's audit and analysis of the organization's financial records and statements, this letter communicates observations of particular interest to the organization's management.

Net assets

Net assets equal total assets (excluding externally limited/restricted items) less total liabilities.

Strategic plan

The strategic plan is a clearly written document that describes an organization's mandate, its near, mid and long-term goals or objectives, as well as the priority actions necessary to realize these goals and objectives. The strategic planning process should analyze the environmental factors, assess the risks and determine mitigation plans.

The Canadian Arts and Heritage Sustainability Program (CAHSP) Endowment Incentives Component

General Application for Funding Form 2009-2010 ARTS ORGANIZATION

For assistance, call (819) 997-3955.

A. Applicant identification				
Incorporated name	Previous name of association or organization, if applicable			
LEGAL STATUS				
Incorporated	<input type="radio"/> Yes	<input type="radio"/> Federal	<input type="radio"/> Provincial/ Territorial	Registration no. _____ Date (YYYY-MM-DD) _____
	<input type="radio"/> No	<input type="checkbox"/> In process		Date applied (YYYY-MM-DD) _____
Registered with Canada Revenue Agency as a charitable organization	<input type="radio"/> Yes	<input type="radio"/> No	<input type="checkbox"/> In process	Registration no. _____ Date (YYYY-MM-DD) _____ Date applied (YYYY-MM-DD) _____
B. Contact information				
Name of contact for official correspondence		Title		
<input type="radio"/> Mr. <input type="radio"/> Mrs. <input type="radio"/> Ms. <input type="radio"/> Other (specify) _____		Preferred language of communication <input type="radio"/> English <input type="radio"/> French		
Telephone no. _____ ext. _____		Facsimile no. _____		
Apt./Suite	Street/POB	City	Province/Territory	Postal code
Web site address		E-mail address		
Mailing address (if different)				
Apt./Suite	Street/POB	City	Province/Territory	Postal code
C. Requested amount				
Requested amount: \$ _____				

D. Affirmation

I affirm that the information in this application is accurate and complete. I agree to publicly acknowledge funding and assistance by the Department, in accordance with the terms of the funding agreement. I understand that the information provided in this application may be accessible under the *Access to Information Act*. I also agree to respect the spirit and intent of the various acts governing the programs of the Department of Canadian Heritage.

AUTHORIZED SIGNATURE

Authorized signature

Name and title

Date (YYYY-MM-DD)

Protection and Disclosure of Application and/or Funding Information

By signing this application, (_____) authorizes the Department of Canadian Heritage to disclose any
the applicant
information received in this application within Canadian Heritage and the Government of Canada or to outside entities for the following purposes: to reach a decision on this application, to administer and monitor the implementation of the project or programming, or to evaluate the results of the project or programming and this program after project completion. This disclosure of any information received in this application may also be used to reach a decision on any other application of the applicant for funding under any other PCH program.

In the event of an access to information request regarding the present funding application or any other information about the organization in the Department's possession, the information provided to the Department will be treated in accordance with the *Access to Information Act* and the *Privacy Act*. Where funding is approved, however, the amount of funding, the purpose for which the funds were granted and the name of the organization receiving the funding are considered public information.

Once completed, forms must not be transmitted electronically to the department in order to ensure confidentiality of your personal information.

The Canadian Arts and Heritage Sustainability Program (CAHSP) Endowment Incentives Component

General Application for Funding Form 2009-2010
FOUNDATION

For assistance, call (819) 997-3955.

A. Applicant identification				
Incorporated name		Previous name of association or organization, if applicable		
LEGAL STATUS				
<input type="radio"/> Yes ► <input type="radio"/> Federal <input type="radio"/> Provincial/ Territorial		Registration no. _____ Date (YYYY-MM-DD) _____		
Incorporated		<input type="radio"/> No ► <input type="checkbox"/> In process Date applied (YYYY-MM-DD) _____		
Registered with Canada Revenue Agency as a charitable organization		<input type="radio"/> Yes ► Registration no. _____ Date (YYYY-MM-DD) _____		
		<input type="radio"/> No ► <input type="checkbox"/> In process Date applied (YYYY-MM-DD) _____		
B. Contact information				
Name of contact for official correspondence		Title		
<input type="radio"/> Mr. <input type="radio"/> Mrs. <input type="radio"/> Ms. <input type="radio"/> Other (specify) _____				
Name of President/Chair of the Board of directors		Preferred language of communication <input type="radio"/> English <input type="radio"/> French		
		<input type="radio"/> Mr. <input type="radio"/> Mrs. <input type="radio"/> Ms. <input type="radio"/> Other (specify) _____		
Telephone no. _____ ext. _____		Facsimile no. _____		
Apt./Suite	Street/POB	City	Province/Territory	Postal code
Web site address		E-mail address		
Mailing address (if different)				
Apt./Suite	Street/POB	City	Province/Territory	Postal code
C. Requested amount				
Requested amount: \$ _____				

D. Affirmation

I affirm that the information in this application is accurate and complete, and the project proposal, including plans and budgets, are fairly presented. I agree to publicly acknowledge funding and assistance by the Department, in accordance with the terms of the funding agreement. I understand that the information provided in this application may be accessible under the *Access to Information Act*. I also agree to respect the spirit and intent of the various acts governing the programs of the Department of Canadian Heritage.

AUTHORIZED SIGNATURE

Authorized signature

Name and title

Date (YYYY-MM-DD)

Protection and Disclosure of Application and/or Funding Information

By signing this application, (_____) authorizes the Department of Canadian Heritage to disclose any
the applicant
information received in this application within Canadian Heritage and the Government of Canada or to outside entities for the following purposes: to reach a decision on this application, to administer and monitor the implementation of the project or programming, or to evaluate the results of the project or programming and this program after project completion. This disclosure of any information received in this application may also be used to reach a decision on any other application of the applicant for funding under any other PCH program.

In the event of an access to information request regarding the present funding application or any other information about the organization in the Department's possession, the information provided to the Department will be treated in accordance with the *Access to Information Act* and the *Privacy Act*. Where funding is approved, however, the amount of funding, the purpose for which the funds were granted and the name of the organization receiving the funding are considered public information.

Once completed, forms must not be transmitted electronically to the department in order to ensure confidentiality of your personal information.

**GOVERNANCE PRACTICES DISCLOSURE STATEMENT
ARTS ORGANIZATION**

Principles of Organizational Sustainability

A. The Board of Directors of the _____
(arts organization legal name)

shall support the business management of the organization.

This requires an explicit responsibility assignment in the form of organizational bylaws or written job descriptions for board members. It must be clear to management that while many duties are delegated by the Board to others, ultimate responsibility for the organization rests with the Board.

B. The Board of Directors of the _____
(arts organization legal name)

explicitly acknowledges that stewardship of its organization is its primary responsibility. As part of stewardship, the Board has responsibility for:

i) The development and adoption of a continuous strategic planning process;

Board members are expected to inform themselves of the mission, resources and environment of the organization.

Through an integrated, comprehensive planning process, overseen by the Board, the organization will regularly produce an updated, long-term (3-5 year) strategic plan. The strategic planning process should, at a minimum:

- a) analyze the environmental factors affecting the market in which the organization operates (competition, audience, opportunities for sponsorship, and donors) with appropriate use of data;
- b) assess the risks and opportunities arising from the analysis and determine action and artistic plans which mitigate risks and exploit opportunities consistent with the resources of the organization;
- c) explicitly identify the level of financial risk in financial forecasts flowing from the action and artistic plans, and a mitigation plan to deal with the risk.

ii) The adoption and monitoring of a financial operating scale appropriate to the organization's revenue base. In support of this: the Board

- a) will use reasonable efforts not to approve a budget with an annual operating deficit nor will it approve a budget which it believes to be unrealistic;
- b) requires a budgeting process which approves expenditure levels based on a forecast of expected revenue, with appropriate contingency for risk;
- c) **receives from management and reviews on at least a quarterly basis financial reports that include balance sheets and income statements with variance reports and cash flows covering the financial contributions of all major activities, including productions, special events, fundraising, marketing and promotion, etc;**

- d) shall require management to take reasonable steps to implement adequate mechanisms of internal control and management information systems;
- e) supports a policy wherein management maintains the objective of developing an adequate level of working capital.

iii) The monitoring of succession planning: performance assessment, appointing and training of new board members, and executive management.

- a) The Board is responsible for ensuring new board members and executive management comply with the practices outlined herein.

For the applicant professional arts organization

Chair/President of the Board

Signature

Date (YYYY-MM-DD)

The Endowment Incentives Component CERTIFICATION

As per item 6, Application Requirements for the Endowment Incentives component, and for the purposes of assessing the application, the present certification will confirm the collection of private donations as **raised**, by either or both the *not-for-profit professional arts organization* and the associated foundation and **deposited** by the associated foundation, in accordance with the criteria of the Endowment Incentives component of the Canadian Arts and Heritage Sustainability Program.

The undersigned hereby certifies that the sum of \$ _____ being contributed to the

_____ for the _____
(name of associated foundation) (name of beneficiary arts organization)

was raised by _____
(name of beneficiary arts organization or associated foundation)

during the period commencing December 1st, 2008, and ending November 30, 2009.

The undersigned certify further that these funds have been **secured and deposited** for endowment purposes in accordance with the terms and conditions of the Endowment Incentives component, namely that these funds have been capitalized to be held in perpetuity.

The undersigned certify further that it is with full consent of the donors that their donations be dealt with under the terms and conditions of the Endowment Incentives component.

Dated the day _____ of _____, 2009.

Certified by: _____
(Authorized representative of the associated foundation)

and by: _____
(Authorized representative of the beneficiary arts organization)

The breakdown of the aforementioned sum is as follows:	
Donations from individuals	\$ <input type="text"/>
Donations from corporations	\$ <input type="text"/>
Donations from non-government foundations	\$ <input type="text"/>
Donations from the beneficiary arts organization	\$ <input type="text"/>
Donations of publicly listed securities	\$ <input type="text"/>
Other, specify: _____	\$ <input type="text"/>
TOTAL	\$ <input type="text"/>

Note: 1) Total should be the same as amount requested indicated in Annex I - Arts Organization.
2) No public funding, regardless of its source, is eligible for a matching grant.

**APPLICATION CHECKLIST FOR THE ENDOWMENT INCENTIVES COMPONENT
- ARTS ORGANIZATIONS -**

The Application Checklist and the supporting documentation as of 2009 form an integral part of a complete application. The Application Checklist must be completed and returned with the supporting documentation. **INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED.**

To facilitate the filing process, please do not bind the documents into a folder, a binder or any kind of presentation package.

Do not write in this shaded space - For office use only		
ATTESTATION FORM FOR WORKING FILE CONTENT		
<ul style="list-style-type: none"> • Commitment no.: _____ • Name of organization: _____ • Project title: _____ • Documents to be kept by: Endowment incentives component 		
		Check
	<i>Note: If you have already submitted an application to this component, it is not necessary to resubmit the documents listed in items 1 and 2 unless there have been changes. In item 12, you may submit only the most recent financial statements.</i>	
1.	Organization's letters patent, status of incorporation, mandate and by-laws	<input type="checkbox"/>
2.	Statement describing the organization's policy on conflict of interest	<input type="checkbox"/>
3.	General Application for Funding Form completed and signed by an authorized person (Chair, Executive Director/General Manager) (Annex I)	<input type="checkbox"/>
4.	Resolution of the Board of Directors to sign and thereby comply with the requirements of the Governance Practices Disclosure Statement	<input type="checkbox"/>
5.	Governance Practices Disclosure Statement with original signatures (Annex II)	<input type="checkbox"/>
6.	Resolution of the Board of Directors to the Arts Organization to sign the Certification to authenticate the collection and deposit of private donations to the foundation held in perpetuity	<input type="checkbox"/>
7.	Completed Certification with original signatures (Annex III)	<input type="checkbox"/>
8.	Organizational chart for the organization with the names and roles of key administrators as well as a list of members of the Board of Directors.	<input type="checkbox"/>
9.	Annual budget for the organization's current year's operations	<input type="checkbox"/>
10.	Description, in a maximum of three (3) pages (8 ½ x 11 with a minimum font size of 12), of how the organization demonstrates a commitment to best practices in management and organizational development specifically in the areas of human resources, finance, board governance, and succession planning	<input type="checkbox"/>

11.	Most recent comprehensive strategic plan (or business plan in the absence of a strategic plan), as well as an annual update outlining any important variances to the plan or events that have had a significant impact on the development of the organization	<input type="checkbox"/>
12.	Financial statements for the last three (3) completed cycles, including the management letter, prepared by an independent chartered accountant and signed by two members of the Board of Directors. Requests for \$50,000 or more must include audited financial statements, while requests for less than \$50,000 must include at least a review engagement report. If the organization has been in a deficit position for the past 2 (or more) years, a written analysis of what has led to the deficit position as well as what plans have been put in place to improve the financial health of the organization. If this has been addressed in the strategic plan, please indicate the page numbers.	<input type="checkbox"/>
13.	Five-year budget forecast consistent with the Governance Practices Disclosure Statement as well as a written analysis (maximum of one (1) page, 8 1/2 x 11 with a minimum font size of 12) based on the following questions: 1) What assumptions have been made when constructing the budgets (for example what, if any, % increase/decrease has been applied to expenses and revenues and how was that percentage determined)? 2) Have the financial implications of the strategic plan been considered into the future budgets? Please explain.	<input type="checkbox"/>
14.	Application Requirements Checklist for the not-for-profit professional arts organization (Annex IV)	<input type="checkbox"/>

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I attest that the items above have been verified and accepted and are present in the project file.

Signature: _____

Print Name: _____ Tel.: _____

(Program Officer)

If you do not receive an acknowledgement of delivery by e-mail three weeks following the deposit of your application please contact us.

**APPLICATION CHECKLIST FOR THE ENDOWMENT INCENTIVES COMPONENT
- FOUNDATION -**

The Application Checklist and the supporting documentation as of 2009 form an integral part of a complete application. The Application Checklist must be completed and returned with the supporting documentation.

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ATTESTATION FORM FOR WORKING FILE CONTENT		
<ul style="list-style-type: none"> • Commitment no.: _____ • Name of organization: _____ • Project title: _____ • Documents to be kept by: Endowment Incentives Component 		
		Check
	<i>Note: If you have already submitted an application to this component, it is not necessary to resubmit the documents listed in items 1, 2 and 3 unless there have been changes. In item 7, you may submit only the most recent audited financial statements.</i>	
1.	Foundation's letters patent, status of incorporation, mandate and by-laws	<input type="checkbox"/>
2.	Statement describing the foundation's policy on conflict of interest	<input type="checkbox"/>
3.	A copy of the foundation's investment policies. Such policies shall specify the basis on which funds will be invested and income remitted to the organization	<input type="checkbox"/>
4.	General Application for Funding Form completed and signed by an authorized person (Chair, Executive Director/General Manager) (Annex I)	<input type="checkbox"/>
5.	Resolution of the Board of Directors to sign the Certification to authenticate the collection and deposit of private donations to the Foundation	<input type="checkbox"/>
6.	Completed Certification with original signatures (Annex III)	<input type="checkbox"/>
7.	Audited financial statements for the last three (3) completed cycles, including the management letter, prepared by an independent chartered accountant and signed by two members of the Board of Directors	<input type="checkbox"/>
8.	Application Requirements Checklist for the associated foundation (Annex IV)	<input type="checkbox"/>
Do not write in this shaded space - For office use only		
I attest that the items above have been verified and accepted and are present in the project file.		
Signature: _____		
Print Name: _____ Tel.: _____		
(Program Officer)		

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