

# FUTURE FOCUS FUNDING

## 2026 GUIDELINES

The Future Focus Funding program is a funding collaboration between Calgary Arts Development, the Rozsa Foundation, and the Calgary Foundation. We acknowledge the support of the Canada Council for the Arts, who provided additional funds to support the program in 2026.

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## ABOUT THE FUNDING PROGRAM

The Future Focus program provides funding to arts organizations who want to explore a key question or challenge facing their organization to enable a significant shift or transformation and to develop ‘future focused’ directions for operations that diverge from their own previous or current practices.

Organizations may be curious about how to anticipate, or encounter challenges they face, ask questions about their organizational purpose, their role in the arts sector and community, sustainability or continued viability, or how to adapt their business model or structure to operate into the future.

This program supports organizations through the process of investigating, identifying, planning, and executing significant and purposeful adaptations in their operations.

### Phases and Funding Amounts

There are three streams of the Future Focus Funding program and the amount of funding available is based on the phase of work to be undertaken.

#### **Investigation Phase – up to \$5,000**

Initial planning and consultations, information gathering, development of exploration process.

#### **Exploration Phase – up to \$15,000**

Identification of needs, initial development, project planning.

#### **Implementation Phase - up to \$25,000**

Builds upon exploration phase or previously related work, implementing change within the organization.

Organizations do not have to complete these phases in a linear way. For example, an organization does not have to complete an Investigation Phase project before applying to the Exploration Phase.

Organizations do not have to complete an Exploration Phase project to be eligible to apply to the Implementation Phase. However, organizations must demonstrate that they have undertaken previous work that has informed how they plan to respond to their challenge/opportunity within their proposed Implementation phase.

Organizations may apply for more than one Investigation or Exploration Phase prior to seeking Implementation Phase support.

## HOW TO APPLY

### Step One: Review the guidelines.

Please read through these program guidelines to get an initial understanding of the Future Focus program, the types of projects it supports, deadlines, and how applications are assessed.

Capture your questions and ideas about the work your organization is interested in to begin shaping your proposal. You might explore the resources in the Future Focus Resource Search Tool (see page 5 of this document).

### Step Two: Book a conversation.

If you are interested in applying, you must begin by booking a conversation with us. We will help to determine if your organization and project are eligible.

The final date for consultation and eligibility confirmation is two weeks before each intake deadline. Those dates are listed in the 2026 Deadlines section of this document.

That said, we strongly recommend you **book a conversation AT LEAST FOUR WEEKS** prior to the deadline you plan to apply for.

### Step Three: Complete your application.

If your project and organization are eligible for the funding program you will be sent access to the online application form, which must be completed by midnight of the application deadline.

### Application Templates

After confirming your project's eligibility, the Rozsa Foundation can provide you with a Word version of the application template, so that you can prepare your application offline and/or with your team. The project budget template will also be shared with you.

Project budgets are mandatory for all Exploration and Implementation Phase applications, and optional for Investigation Phase applications.

### Application Portal

All written applications will be accepted through Reviewr, the Rozsa Foundation's online application portal.

### Extension Requests

Requests for extension must be submitted at least two weeks before the deadline.

## WHO SHOULD I TALK TO?

There are two main contacts for this funding program:

### Organizational Strategy Advisor

If you are **unsure which direction is best for you and your organization's needs**, or if you would like to brainstorm options and **discuss the key question, challenge, or opportunity your organization is facing**, you can book a meeting with Jennifer DeDominicis, Organizational Strategy Advisor. Jennifer is available as a no-cost, confidential resource for organizations to consider their options and develop strategies to support their work.

Jennifer DeDominicis, Organizational Strategy Advisor: [jennifer@distillconsulting.ca](mailto:jennifer@distillconsulting.ca)

### Rozsa Foundation Funding Manager

If you are curious about your **organization and/or project's eligibility** for this program, or if you have **questions about the application, submission process or application portal**, please contact the Rozsa Foundation Funding Manager, Ayla Stephen.

Ayla Stephen, Funding Manager: [ayla@rozsafoundation.com](mailto:ayla@rozsafoundation.com)

If Ayla or Jennifer are unavailable all efforts will be made to provide alternative contacts for you to connect with about the funding program.

### Future Focus Resource Search Tool

This ever-evolving tool was created to help you find resources that may inform and support your journey in making change at your organization. Resources include articles, books, videos, podcasts, reports, training and learning opportunities and contacts.

[CLICK HERE to access the online search tool.](#)

The resource is focused on leadership, change theory, forward thinking, and transparency.

This resource was curated by Brian Loevner and Jane Marsland, with help from Sedina Fati and Owais Lightwala. Additional support was provided by leaders and artists in Calgary and around Canada and the US. If you have any ideas, updates, or concerns about this tool, please email: [brian@blveconsults.com](mailto:brian@blveconsults.com) .

## 2026 DEADLINES

There are three phases of the Future Focus Funding program: Investigation, Exploration, and Implementation. The Investigation Phase has separate deadlines from the Exploration and Implementation Phases.

### Investigation Phase Deadlines

Friday, January 30, 2026

Friday, March 27, 2026

Friday, May 29, 2026

Friday, July 31, 2026

Friday, September 25, 2026

Friday, November 27, 2026

### Exploration and Implementation Phase Deadlines

#### Intake One

[Friday, February 6, 2026: Final date for consultation and/or confirmation of eligibility to make an application.](#)

[Friday, February 20, 2026: Application deadline](#)

Late-March 2026: Notification of results

April 2026: Approved funding meetings and distribution of funds

#### Intake Two

[Friday, May 15, 2026: Final date for consultation and/or confirmation of eligibility to make an application.](#)

[Friday, May 29, 2026: Application deadline](#)

July 2026: Notification of results

July - August 2026: Approved funding meetings and distribution of funds

#### Intake Three

[Friday, August 28, 2026: Final date for consultation and/or confirmation of eligibility to make an application.](#)

[Friday, September 11, 2026: Application deadline](#)

November 2026: Notification of results

November - December 2026: Approved funding meetings and distribution of funds

#### Intake Four

[Friday, October 23, 2026: Final date for consultation and/or confirmation of eligibility to make an application.](#)

[Friday, November 6, 2026: Application deadline](#)

Early-December 2026: Notification of results

December 2026: Approved funding meetings and distribution of funds

**Applications are due by 11:59pm on the date of the deadline.**

## POTENTIAL & INELIGIBLE PROJECTS

Organizations can access funds to engage external expertise and to develop and execute plans and strategies to navigate the questions, challenges, and opportunities they face. This work may include projects such as:

- Making changes to established business models and organizational or incorporation structures.
  - Note: the program does not provide seed funding for the establishment of new organizations or projects that are solely focused on non-profits gaining charitable status, but to support existing entities make necessary changes to ensure their structures are serving the broader needs of the organization and community.
- Developing strategies for new directions and/or organizational sustainability, specifically around:
  - major shifts in organizational mission or the activity to support the mission.
  - venue and space-related investigations.
  - assessments of organizational capacity and ‘right sizing’ for sustainability.
  - plans for succession from founding organizational leaders.
- Investigating and implementing alternative revenue generating activities or diversifying revenue sources.
  - Note: the program does not support the creation or implementation of fundraising plans or events.
- Forming strategic partnerships with other organizations, including resource sharing.
  - Note: the program does not support the shared creation or presentation of artistic works such as co-productions.
- Addressing organizational life cycle questions, including potential partnerships, mergers and closures.

While the projects completed with the support of Future Focus Funding will likely influence the development and delivery of your organization’s existing and future programs, **this funding program DOES NOT support:**

- the development and delivery of artistic programming
- emergency operating funds
- fundraising plans and events
- routine, cyclical strategic planning
- seed funding for the establishment of new organizations
- learning processes around nonprofit and charitable operating requirements.

## INELIGIBLE EXPENSES

Please note that Future Focus Funding cannot be used to pay for:

- ongoing administrative salaries
- ongoing administrative costs
- deficit financing & debt repayment
- capital campaigns
- ongoing programming activities
- retroactive costs - if you are incurring costs related to the project prior to the application deadline, those expenses may be ineligible for support.

While we do not support ongoing salaries, we understand that projects may require **additional** staff resources to complete work directly related to the project, which may be an eligible expense. This may be new, short-term staff specific to the proposed project, or additional time for existing part-time staff to undertake the work.

For organizations or groups without salaried administrative staff, project-related human resource costs may be included in the budget.

## WHO CAN APPLY?

Your organization or group may be eligible to apply if:

- Your organization is **arts-focused** or is an **organization engaging the arts in a significant way to fulfill its mission**, and
- Your organization or group **has completed at least two years of operating activity**, and
- Your organization is **operating in the Treaty 7 region (including Red Deer)**, and
- Your organization is a registered charity, registered non-profit, ad-hoc group, grassroots organization, or operating with a comparable alternative organizational structure, and
- Your organization does **NOT have an active Future Focus project** or outstanding Future Focus reporting, and
- Your organization does **NOT** have an active funding agreement from the Rozsa Foundation, CADA, or Calgary Foundation **for the same project**.
- Provincial arts service organizations operating outside out Treaty 7, whose work directly impacts arts organizations in Treaty 7 may also be eligible for the program.

Organizations can have only one active Future Focus project at any given time.

Organizations can submit one application per deadline.

**Not sure about your eligibility?** Contact Ayla Stephen at [ayla@rozsafoundation.com](mailto:ayla@rozsafoundation.com).

## INVESTIGATION PHASE

### About the Investigation Phase

This initial stage of the program supports organizations with the time, space, and resources to begin investigating how to best approach a significant circumstance or challenge facing the organization in a new or different way.

The Investigation Phase is intended to support organizations to intentionally have time to work within their organization and/or access experts who can provide initial insights, and/or to increase the staff capacity required to begin to explore change-based work within the organization, and to ultimately articulate the key question or challenge facing the organization that would benefit from further exploration (potentially via the other phases of the Future Focus Program).

The Investigation Phase utilizes a simplified application process that is intended to help remove barriers to starting work within organizations that could ultimately lead to change and transformation.

Organizations can apply for up to \$5,000

### Example Investigations

The following examples are to demonstrate the kind of work that is feasible within the investigation phase of the Future Focus program. They are not intended to be prescriptive, but to give a sense of scope and use of funds that are appropriate.

You are encouraged to discuss your specific ideas with Organizational Strategy Advisor, Jennifer DeDominicis prior to application to ensure program fit.

**Example One:** A grassroots arts organization is at cross-roads. Should it continue as is? Should it broaden its mandate? Or is it ready to wrap up its initiatives because it has achieved its purpose? Funding might support the facilitation of a gathering of interested parties to assess if or how the organization is meeting the needs of its community and inform a path forward.

**Example Two:** A social enterprise has decided to transition to a non-profit but doesn't know what will happen to their shareholder's contributions and other assets. Funding might be used to engage legal advice around the ramifications of a change to established organizational or incorporation structures.

**Example Three:** A volunteer run registered charity has a new idea for a revenue generating initiative but has identified that it would require partnership with another organization to execute. Funding might support additional staff capacity to do initial investigations into partnership models between organizations to share resources.

## Investigation Phase Application Checklist

### **TELL US WHO YOU ARE**

- Organization name
- Organization contact information
- Organization mandate or statement of purpose
- Organization structure (e.g. non-profit, charity etc.)
- Charitable, not-profit, or Business Registration Number (if applicable)

What year was your organization founded?

Artistic Discipline

*Requested for internal statistical reporting.*

Annual operating budget

*Requested for internal statistical reporting.*

Applicant Contact Information

Secondary Contact Information

Board Chair/President Contact Information (if applicable)

### **FOCUS OF THIS FUNDING REQUEST:**

Select all that apply:

- Making changes to business models and organizational or incorporation structures.
- Developing strategies for new directions and/or organizational sustainability.
- Investigating and implementing new revenue generating strategies or diversifying revenue sources.
- Forming strategic partnerships with other organizations, including resource sharing.
- Addressing organizational life cycle questions, including potential partnerships, mergers and closures.

How much funding are you requesting?

WHAT is the current circumstance or challenge that your organization is hoping to investigate?

HOW will you start to investigate this?

What COSTS will you incur to start this investigation? What will the funding pay for?

What are you hoping to LEARN from this work that will inform your next steps?

### **Potential Additional Support Material**

Project specific support material *might* include:

- Quotes and work plans from proposed consultants
- Project budget support (e.g. quotes, invoices, calculations, projections)
- Confirmation of board support
- Information about contributors (e.g. biographies, consultant CVs, collaborator mandates)
- Other (e.g. feasibility studies, proof of concept, prior project reports)

## EXPLORATION PHASE

### About the Exploration Phase

The Exploration Phase of the program supports organizations who can articulate a challenge, opportunity, or key question they are facing, and who are interested in better understanding how they may enable a significant shift / transformation in response to this question, or to understand how it may be possible to overcome this challenge.

This phase is intended to provide support for applicants to engage external support to identify needs, develop a project plan / strategy in response to their challenge / question / opportunity and to ultimately develop a pathway or plan to implement this work.

### Example Explorations

The following examples are to demonstrate the kind of work that is feasible within the exploration phase of the Future Focus program. They are not intended to be prescriptive, but to give a sense of scope and use of funds that are appropriate.

You are encouraged to discuss your specific ideas with Organizational Strategy Advisor, Jennifer DeDominicis prior to application to ensure program fit.

**Example One:** An established arts organization received notice from its landlord that the space they have been operating in for 10 years will be demolished in 3 years for a municipal development project and they need to find a new space to move into. Funding might support planning intended to inform decision making, including: establishing a comprehensive understanding of their essential space requirements to support operational and programming needs; researching possible scenarios such as finding another turn-key venue, purchasing and converting an existing property, leasing space in an existing arts or community hub, or a new build; learning about existing spaces available for lease or purchase that may be suitable for those scenarios; and understanding whether the organization has the financial and human capacity to undertake any of those scenarios.

**Example Two:** In three years, the founding artistic leader of a visual art charity is planning to retire after 40 years running the organization. The board of directors wants to ensure the founders legacy is honoured, while also looking towards introducing a new artistic leader who will support the organization's purpose and future direction. Funding might support the engagement of an external consultant to work with the board and staff to understand and determine requirements for an effective leadership transition, organizational impact and core considerations, recruitment strategy, onboarding and supporting the outgoing leader for this significant change.

**Example Three:** Since the pandemic, a youth-focused arts organization has experienced a significant decline in bookings for the in-school programs that have been foundational to their mission and revenue since the 1990's. Funding might support engagement with educators and school systems to determine if the program is meeting needs of contemporary students and systems, and how it may need to evolve or change to meet those needs or reconsider its future work and strategy.

## Exploration Phase Application Checklist

### **TELL US WHO YOU ARE**

- Organization name
- Organization contact information
- Organization mandate or statement of purpose
- Organization structure (e.g. non-profit, charity etc.)
- Charitable, not-profit, or Business Registration Number (if applicable)

What year was your organization founded?

Artistic Discipline

*Requested for internal statistical reporting.*

Annual operating budget

*Requested for internal statistical reporting.*

Applicant Contact Information

Secondary Contact Information

Board Chair/President Contact Information (if applicable)

### **FOCUS OF THIS FUNDING REQUEST:**

Select all that apply:

- Making changes to business models and organizational or incorporation structures.
- Developing strategies for new directions and/or organizational sustainability.
- Investigating and implementing new revenue generating strategies or diversifying revenue sources.
- Forming strategic partnerships with other organizations, including resource sharing.
- Addressing organizational life cycle questions, including potential partnerships, mergers and closures.

How much funding are you requesting?

In one sentence, what is the primary question or challenge your organization will address through this project? Max. 50 words.

Please provide an overview of activities that will be undertaken with this funding. For example, “a community and stakeholder engagement process”, “hiring a consultant for operational analysis”, or “conduct a venue feasibility study” etc. (Max. 60 words)

### **PRESENT SITUATION**

Describe the factors or events that have led your organization to want to explore this question or challenge. What is the uncertainty, and what do you hope to better understand? Why is this an important question for your organization to ask right now? What might happen if your organization does not explore this question or challenge? Tell us about any previous work you may have already done to explore this question or challenge. If you have previously received a Future Focus grant, please tell us how that Investigation/Exploration is connected.

## **PROJECT PLAN**

Project start date

Project end date

Please share your project plan for this work. Tell us how you will explore this question or challenge. A clear description of the project will answer questions like:

- What steps will you take to explore this question or challenge?
- How is this approach different from previous or existing ways of working?
- Who will you engage in this exploration (internal or external to your organization)?
  - Who will lead the project?
  - Who else will work on it?
  - Will community members or other stakeholders be engaged in the activities? If so, how?
- What processes, conversations, or research methods will help you move forward?
- What is the timeline?

## **PROJECT PARTNERS**

Are you collaborating or planning to collaborate with any other organization or person, like a consultant or contractor? Yes or No

If you're bringing in external help, please provide a brief work plan and the cost estimate from the consultant or contractor in the Support Materials section. If you are collaborating or partnering with another organization, please include a letter of intent or support in the Support Materials section.

If you are undertaking this work internally, please share how the funding will enable the team to undertake the activities.

## **LEARNING & OUTCOMES**

Tell us what you are hoping to learn or uncover through this work. How will what you learn help your organization decide on next steps? How might the proposed exploration contribute to a significant organizational shift? What will a successful Exploration Phase look like for your organization? How will you measure or evaluate that success? What documents, plans, or roadmaps will be developed? What decisions will you be able to make?

## **EDIA – Optional**

Future Focus projects are not required to have an EDIA component. This section of the application will only be included for assessment if your proposed project is specifically intended to advance EDIA in your organization, practice, or community.

Do you intend to work with a specific community through this project, or is your project intended to create impact or opportunity for a specific community or equity-deserving group? Yes or no

If you intend to work with a specific community, or if your project is intended to create impact or opportunity for a specific community or equity-deserving group, please describe how you will be engaging with and including that community or group in exploration and decision-making processes.

## **Mandatory Support Material**

Project Budget – Please use the budget template available on the Rozsa Foundation website.

Most Recent Audited Financial Statements (or equivalent)

Board List (mandatory for organizations who operate with a Board of Directors)

## **Potential Additional Support Material**

Project specific support material will be determined during/after your conversation with the funder, but might include:

- Quotes and work plans from proposed consultants
- Cash flow forecast
- Draft financial statements
- Project budget support (e.g. quotes, invoices, calculations, projections)
- Confirmation of board support
- Strategic plan
- Information about contributors (e.g. biographies, consultant CVs, collaborator mandates)
- Other (e.g. feasibility studies, proof of concept, prior project reports)

## [Exploration Application Assessment](#)

Funding decisions are based on the degree to which applications meet with the following statements:

1. **Organizational Understanding:** The organization understands the current state of its operations and programming and has clearly identified and explained the specific challenge the proposed project will address.
2. **Organizational Goals:** The organization has a clearly articulated guiding question that they are exploring, and the application explains how the proposed work will help the organization achieve a clear and impactful goal or learning objective.
3. **Project Plan:** The organization has laid out a clear and reasonable plan and timeline for the project to achieve the identified goals.
4. **Reasonable Budget:** The project budget is reasonable and appropriate for what the project aims to achieve.
5. **Learning and Evaluation Plan:** The organization has considered and outlined how they plan to learn from and assess the success of the project.

The following statement will be used in assessments for proposed projects that are designed to explore, promote, or bolster Reconciliation, equity, diversity, inclusion, and accessibility within the organization's operations or programs:

6. **Advancing EDIA:** The organization has a clear plan to engage and include the equity-deserving groups and communities that the project is designed to support.

## IMPLEMENTATION PHASE

### About the Implementation Phase

Building upon work undertaken as part of an Exploration Phase or previous projects, the Implementation Phase is intended to enable arts organizations to execute recommendations/plans/learnings to make significant and impactful change.

Arts organizations must demonstrate they have enough information to inform them how to respond to their challenge / question / opportunity, and the Implementation Phase would support arts organizations to act on the change they wish to enact in their work.

### Example Implementation Projects

The following examples are to demonstrate the kind of work that is feasible within the implementation phase of the Future Focus program. They are not intended to be prescriptive, but to give a sense of scope and use of funds that are appropriate.

You are encouraged to discuss your specific ideas with Organizational Strategy Advisor, Jennifer DeDominicis prior to application to ensure program/phase fit.

**Example One:** A multidisciplinary arts organization recently undertook an exploration of its educational offerings, comparing them to similar programs in the sector and assessing what an expansion of the program would cost. Based on the findings, the organization determined that scaling up its educational programs could become a sustainable and revenue-generating element of its business model. Funding might support the implementation of the recommended strategy, including developing and piloting an expanded slate of classes and workshops; investing in the necessary increase in instructor capacity; establishing effective systems for registration, marketing, and evaluation; and building partnerships with schools, community groups, and other organizations to increase reach and participation.

**Example Two:** While exploring a business model focused on new sustainable revenue streams, a downtown arts organization operating a large venue recently examined the potential impacts and opportunities of partnering with a local brewery to operate their scaled-up snack and bar services. Based on their forecasting and exploratory partnership conversations, they learned that it would be more viable to operate their own bar services. Funding might support implementation of the next phase of this strategy, including formalizing relationships with food and beverage vendors, engaging a hospitality consultant to introduce new processes and best-practices, and ensuring all health and safety regulations are met for launch.

**Example Three:** A local community association has been operating a popular annual public festival that has experienced tremendous growth over the past few years. After examining the ongoing operational needs of the festival, the community association board and festival staff determined that for the sustainability of the festival, it was time for the festival to establish itself as a separate and independent non-profit arts organization. Funding might support the execution of the necessary 'disentangling' process that ensures the requirements of both organizations are considered so that they start in a good and confident way.

## Implementation Phase Application Checklist

Information you are asked to provide and questions you are asked to respond to when applying to the Implementation Phase are below.

### **TELL US WHO YOU ARE**

- Organization name
- Organization contact information
- Organization mandate or statement of purpose
- Organization structure (e.g. non-profit, charity etc.)
- Charitable, not-profit, or Business Registration Number (if applicable)

What year was your organization founded?

Artistic Discipline

*Requested for internal statistical reporting.*

Annual operating budget

*Requested for internal statistical reporting.*

Applicant Contact Information

Secondary Contact Information

Board Chair/President Contact Information (if applicable)

### **FOCUS OF THIS FUNDING REQUEST:**

Select all that apply:

- Making changes to business models and organizational or incorporation structures.
- Developing strategies for new directions and/or organizational sustainability.
- Investigating and implementing new revenue generating strategies or diversifying revenue sources.
- Forming strategic partnerships with other organizations, including resource sharing.
- Addressing organizational life cycle questions, including potential partnerships, mergers and closures.

How much funding are you requesting?

In one sentence, what is the initiative, strategy, or change your organization will implement through this project? Max. 50 words.

### **PREVIOUS EXPLORATION**

Briefly summarize the Exploration Phase (or related past work) that led you here.

- What did you learn and how has that informed the chosen direction for your implementation project?
- If consultants or partners were engaged in any previous phase, how does their work inform the proposed Implementation?
- Were alternative approaches considered or proposed, and why was this approach ultimately selected?
- Tell us how this approach differs from previous practices and how it will be significant and impactful for your organization.

## **PROJECT PLAN**

Project start date  
Project end date

Please share your project plan for this work. We recommend including:

- A clear description of the project, strategy or solution that will be implemented.
- The activities that will be completed to put the change into action.
- The people who will be complete and participate in the project, both internal and external to your organization (who are the contractors that will be engaged? who will be leading the project? who will be taking on the various tasks?)
- The timeline of the project.
- Any challenges or risks you might face while implementing the project, and how plan to address them.

## **PROJECT PARTNERS**

Are you collaborating or planning to collaborate with any other organization or person, like a consultant or contractor? Yes or No

If you're bringing in external help, please provide a brief work plan and the cost estimate from the consultant or contractor in the Support Materials section. If you are collaborating or partnering with another organization, please include a letter of intent or support in the Support Materials section.

## **LEARNING & OUTCOMES**

Tell us how this will impact the future of your organization. For example:

- What long-term benefits do you anticipate for your organization, your community, or the arts sector?
- What specific organizational changes, strategies, or structures will be in place at the end of this project?
- How will this project strengthen your organization's sustainability, viability, or impact?

How will you track the effectiveness of this implementation? What indicators or measures will show you that the outcomes shared above have happened?

## **Advancing EDIA – Optional**

Future Focus projects are not required to have an EDIA component. This section of the application will only be included for assessment if your proposed project is specifically intended to advance EDIA in your organization, practice, or community.

Do you intend to work with a specific community through this project, or is your project is intended to create impact or opportunity for a specific community or equity-deserving group? Yes or no

If you intend to work with a specific community, or if your project is intended to create impact or opportunity for a specific community or equity-deserving group, please describe how you will be engaging with and including that community or group in the delivery and evaluation of the initiative.

If your implementation involves changes intended to advance EDIA, how will those changes be realized in practice?

## **Mandatory Support Material**

Project Budget – Please use the budget template available on the Rozsa Foundation website.

Most Recent Audited Financial Statements (or equivalent)

Board List (mandatory for organizations who operate with a Board of Directors)

## **Potential Additional Support Material**

Project specific support material will be determined during/after your conversation with the funder, but might include:

- Quotes and work plans from proposed consultants
- Cash flow forecast
- Draft financial statements
- Project budget support (e.g. quotes, invoices, calculations, projections)
- Confirmation of board support
- Strategic plan
- Information about contributors (e.g. biographies, consultant CVs, collaborator mandates)
- Other (e.g. feasibility studies, proof of concept, prior project reports)

## **Implementation Application Assessment**

Funding decisions are based on the degree to which applications meet with the following statements:

- 1. Organizational Readiness & Rationale:** The organization has a strong understanding of its current state of operations and programming and provides clear rationale for the proposed project, including how past exploration or related work has informed this implementation and why this approach was chosen.
- 2. Clarity of Initiative & Goals:** The organization has a clearly articulated the initiative, strategy, or change to be implemented and demonstrates how it addresses a defined organizational challenge, opportunity, or future direction.
- 3. Project Plan & Feasibility:** The organization has laid out a clear and achievable plan, including timeline, and risk considerations for the project, that is realistic given the identified goals of the project.
- 4. Reasonable Budget:** The project budget is reasonable and appropriate for what the project aims to achieve.
- 5. Outcomes & Impact:** The organization articulates the long-term benefits and organizational changes that will result from the project and outlines how it will track effectiveness, sustainability, and impact on the organization, its community, and/or the sector.

The following statement will be used in assessments for proposed projects that are designed to explore, promote, or bolster Reconciliation, equity, diversity, inclusion, and accessibility within the organization's operations or programs:

- 6. Advancing EDIA:** The organization has a clear plan to thoughtfully engage and include the equity-deserving groups and communities that the project is designed to support.

## Other Assessment Considerations

If we receive several applications that are evenly assessed by the committee, priority may be given based on the following considerations, at the funders' discretion:

- Opportunities or organizations led by, with, and for equity priority groups. \*
- Opportunities proposed by organizations who have not historically received funding from Calgary Arts Development, Rozsa Foundation, or the Calgary Foundation.

\*The funding partners are using CADA's defined priority group areas as a guide. [Click here for information on those priority groups.](#)

Funding decisions are made by program staff at CADA, Rozsa Foundation, and Calgary Foundation after each application deadline. Any individuals with access to applications are held to strict conflict of interest and confidentiality agreements.

## NOTIFICATION OF RESULTS

After the application deadline, a committee of assessors will review and discuss your project and request amongst the pool of applications received.

We will reach out to you if the committee has additional questions, or if they require additional information or clarification to make a funding decision.

All applicants will receive notification of their results by email. We notify all applicants of their results, whether successful or unsuccessful.

**Investigation Phase:** We aim to send notification of results within six weeks of the application deadline.

**Exploration + Implementation Phases:** We aim to send notification of results within eight weeks of the application deadline.

## SUCCESSFUL APPLICATIONS

What to expect if your funding request is approved.

1. You will book an ‘approved funding meeting’ with the Rozsa Foundation’s Funding Manager to discuss next steps, goals and aspired outcomes for final reporting, project timelines, and the payment schedule. If you are working with an organization, group, or collaborators, we encourage you to invite one of them to join you.
2. A funding agreement will be issued to either your organization or yourself, which must be signed and returned to the Rozsa Foundation.
3. Final reporting documents will be shared with you after the approved funding meeting, so that you can reference them throughout the project. Logos and recognition guidelines for the funders will also be shared with you.
4. The first payment will be issued after we receive the signed funding agreement.
5. Complete your project!
6. Share your reporting with the Rozsa Foundation.
7. Once we have reviewed and approved your reporting, we will issue the final payment.
8. Six to nine months after your project has been completed, we will reach out to ask for an update on the longer-term impacts the project has had on your organization.

If your project is funded you may also be asked to participate in surveys, interviews and/or focus groups to contribute to the ongoing evaluation of this program. There may also be opportunities to participate in peer-to-peer learning and knowledge sharing.

## GET IN TOUCH

If you would like **support to identify your organization’s key question, challenge or opportunity**, and to **ideate a project plan or strategy to answer or address it**, please contact:

Jennifer DeDominicis, Organizational Strategy Advisor: [jennifer@distillconsulting.ca](mailto:jennifer@distillconsulting.ca)

If you have **questions about this funding program or about your application**, please contact:

Ayla Stephen, Funding Manager for the Rozsa Foundation: [ayla@rozsafoundation.com](mailto:ayla@rozsafoundation.com).