



AUDIENCE DEVELOPMENT FUNDING 2024 GUIDELINES

The Calgary arts community continues to face the challenge of attracting audiences back to arts events post-pandemic, which is having a significant impact on earned revenue and budget bottom lines. A recent survey of Alberta-based arts managers showed that audience retention and attraction are the second-most pressing concern for arts managers and leaders (after the overall increased cost of doing business).

The Rozsa Foundation's Audience Development Funding Program is intended to support arts organizations in their efforts to engage arts audiences, both by learning more about their existing audiences and by designing and testing new engagement strategies aimed at increasing attendance. This work can assist arts organizations in attracting new audiences in the short-term, while developing stronger connections with them in the long-term.

This new funding program is intended to allow organizations to build upon the findings and strategies emerging from the Spotlight on Arts Audiences research project being led by the Rozsa Foundation and Stone Olafson.

2024 DEADLINES

Friday, April 5
Friday, June 28
Friday, October 4
Friday, November 29

OVERVIEW

Organizations may request up to \$15,000.

There are two streams of support available through this program: Understanding Your Audience and Acquiring Your Audience.

Understanding Your Audience

This program stream supports arts organizations who have not undertaken recent audience analysis and segmentation processes. It provides funding to hire experts to complete audience research to understand who is currently interested in their events, how to reach them, and how to promote to aligned demographics. The project should include a clear plan for the transfer of knowledge from the consultant that enables the organization to refresh this research themselves in the future.

Funding can be used to:

- Complete audience analysis and segmentation with support from an external consultant.
- Access other tools or expertise required to deepen your understanding of your audience.
- Support staff to undertake professional development learning to strengthen the organizations understanding of these processes.
- Deepen connection with current audiences.

Acquiring Your Audience

This program stream supports arts organizations in creating and testing strategies to attract audiences. The focus is on testing approaches that are new to the organization – something they have not attempted before. The goal is to experiment with strategies that are designed to effectively target, attract, and engage new audiences to increase immediate and future attendance, access, and participation.

Funding can be used to:

- Design targeted approaches to reach identified audience segments in new ways.
- Identify and reduce barriers to attendance.
- Design and test new pricing strategies, such as ticket scaling or dynamic pricing.
- Explore new ways to monetize online attendance or programs.
- Design new outreach efforts to reach new audiences.
- Support efforts to recapture lost audiences.
- Creation of new partnerships or the extension and evolution of existing partnerships:
 - between arts organizations, through initiatives such as
 - combined marketing campaigns
 - group promotional packages
 - collaborative ticket approaches.
 - between arts organizations and organizations outside the sector, through strategic community partnerships to maximize reach and efficiency.
- Support the development of new marketing or promotional materials related to new strategies or the translation of materials to other languages to reach new audiences.

The program is intended to support new and strategic ways forward for organizations, so requests centered around **existing or planned advertising buys or offsetting the cost of tickets will not be considered.**

Organizations who are interested in applying for funding are strongly encouraged to review the latest Spotlight on Arts Audiences reports. While we do not require projects to align directly with the research work, the materials may be a helpful tool as you ideate your approach and speak about your goals.

ELIGIBILITY

Organizations must be a charity with a valid CRA charitable business number (9 digits, 2 letters, 4 digits), however:

- Equity-deserving organizations that are not charities may be able to apply for funding in partnership with a registered charity through an agency agreement. Please email Funding Manager, Ayla Stephen, at ayla@rozsafoundation.com to discuss this option further.

You must be an arts-focused organization that presents arts-based work for a public audience.

The focus of our investment is in the Treaty 7 region of Southern Alberta, encompassing Calgary and the surrounding area, as well as Banff, Canmore, Drumheller, Medicine Hat, Lethbridge, Red Deer, and others.

- We also grant to provincial organizations in Alberta whose initiatives will directly benefit the Calgary arts community.
- Organizations located outside of these areas may still be eligible but should contact us prior to beginning the application.

Organizations can submit only one application per deadline.

INELIGIBLE EXPENSES

The Foundation does not fund:

- ongoing administrative salaries
- ongoing administrative costs
- deficit financing
- debt repayment
- capital campaigns
- ongoing programming activities

While we do not support ongoing salaries, it is our understanding that new activities may require additional administrative capacity, which is an eligible expense.

We do not provide operating or undesignated funding, nor do we fund retroactively. If you are incurring costs before our assessment meeting, the expenses may be ineligible.

As mentioned above, the program is intended to support new and strategic ways forward for organizations, so requests centered around **existing or planned advertising buys or offsetting the cost of tickets will not be considered.**

APPLICATION ASSESSMENT

Audience Development Funding applications are assessed by the Rozsa Foundation's Board of Directors.

Assessment criteria is different for each stream of the program.

Understanding Your Audience

Funding decisions for Understanding Your Audience are based on the degree to which applications meet with the following statements:

1. **Organizational Need:** The organization lacks in-depth knowledge of their audience due to lack of tools, knowledge, or expertise.
2. **Project Plan:** The organization has laid out a clear and reasonable plan for their audience research, including a timeline and budget, to achieve the projects identified goals.
3. **Knowledge Transfer:** Planning includes a clear pathway for the transfer of knowledge to the organization that enables them to refresh their research in the future.
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 the project and how they might implement their newfound knowledge moving forward.
6. **Advancing EDIA:** The organization is working to promote Reconciliation, equity, diversity, inclusion, and accessibility within the organization and project.

Acquiring Your Audience

Funding decisions for Acquiring Your Audience are based on the degree to which applications meet with the following statements:

1. **Project Design:** The organization has developed a plan that is well-considered and incorporates new strategies and approaches that have a reasonable chance of success.
2. **Project Plan:** The organization has laid out a clear and reasonable plan for the project, including a timeline and budget, to achieve the projects identified goals.
3. **Potential Impact:** If successful, this project will have a significant impact on the organization's ability to attract new and/or larger audiences and support their earned revenue targets.
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.
6. **Equitable Access:** The organization is incorporating strategies that include and promote equitable access to their work and activities through the project.

HOW TO APPLY

We encourage interested organizations to discuss eligibility with us prior to application. Please contact Funding Manager, Ayla Stephen at ayla@rozsafoundation.com.

All applications must be made via our online form. Link can be found on the program webpage.

If you would like to work in a hard copy of the application as you prepare your submission, please download the Funding Application Template on our website. You can then copy and paste your responses from this template into our online form.

All project budgets submitted must use the Rozsa Foundation Funding Program Budget Template, which can be found on our website. Please complete the "Budget" column of the template.

The Rozsa Foundation acknowledges that for some equity-seeking organizations, systemic barriers to equity exist when it comes to the grant application process, including the reliance on the written word. If this is the case for your organization, we invite you to email Funding Manager, Ayla Stephen, at ayla@rozsafoundation.com to discuss your application, so that we may seek ways to provide additional supports or provide other application options to your organization.

APPLICATION CHECKLIST

Organization information:

- Organization contact information
- Organization mandate
- Charitable registration number
- Artistic discipline
- Annual revenue on last CRA filing
- Staff and board contact information

Which Audience Development Funding stream are you applying to?

- Understanding Your Audience
- Acquiring Your Audience

How much funding are you requesting?

At a high level, what activities do you plan to undertake with the Audience Development Funding? For example, “hire a consultant to complete audience segmentation research and analysis”, “execute an experimental marketing partnership with another arts organization”, etc. Maximum 50 words.

Present Situation

Describe the factors or events that have led your organization to undertake this project. Highlight any past activities, decisions, or conditions that influenced this approach. Explain how this project differs from previous practices and why it is significant and impactful for your organization.

Project Plan

- Please share your project plan for this work, including timeline and budget.:
- What are the anticipated start and completion dates for this work?
- Please upload a full project budget.
- Tell us what you hope to learn and the outcomes you hope to achieve.
- **UNDERSTANDING YOUR AUDIENCE ONLY:** Tell us about your plan to ensure there is a transfer of knowledge from the consultant to your organization that will enable you to refresh your research in an ongoing manner.
- If you are engaging external expertise, please include a high-level work plan and the quote from the consultant / contractor.
- If you are collaborating or partnering with another organization, please include a letter of intent or support.
- Describe how you are ensuring that this work considers and embeds equity, diversity, inclusion, and accessibility in its planning, implementation, and community context.

Example support material:

(The necessary support material will be requested as appropriate after initial conversation with funder contact)

- Financial statements (most recent completed fiscal year, including statement of operations & balance sheet)
- Board contact list
- Project budget support (e.g. quotes, invoices, calculations, projections)
- Strategic plan
- Information about contributors (e.g. biographies, consultant CVs, collaborator mandates)

SUCCESSFUL APPLICATIONS AND REPORTING

After applications have been assessed, all applicants will receive notification of their results by email. Funding decisions will typically be made within 6-weeks of the application deadline.

If approved, organizational representatives will meet with Rozsa Foundation Funding Program staff to discuss project goals and outcomes for final reporting, project timelines, and payment schedule.

A funding agreement will be issued to the organization, which must be signed and returned to the Rozsa Foundation prior to the first payment being issued.

Final reporting criteria will be developed in collaboration with the successful applicant, which will be submitted along with the updated project budget to reflect actual costs.

If your application is funded you may 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.

CONTACT INFORMATION

If you have any questions about this funding program, please contact Funding Manager, Ayla Stephen, at ayla@rozsafoundation.com.