



AUDIENCE DEVELOPMENT FUNDING 2025 GUIDELINES

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ABOUT THE FUNDING PROGRAM

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 to reposition their relationship to audiences, attracting new audience members in the short-term, while developing stronger connections with them in the long-term.

This 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.

HOW TO APPLY

[Step One: Review the guidelines.](#)

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

Capture your questions and ideas about the work your organization is interested in, to begin shaping your proposal.

[Step Two: Book a conversation.](#)

If you are interested in applying, we recommend that you book a conversation with us. We will help to determine if your organization and project are eligible.

Please contact the Rozsa Foundation Funding Manager, Ayla Stephen: ayla@rozsafoundation.com

We recommend you **book a conversation AT LEAST FOUR WEEKS** prior to the deadline you plan to apply for.

[Step Three: Complete your application.](#)

Prepare your written application and budget and collect any required support material you need or want to include. Complete the online application form through the Reviewr portal by midnight of the application deadline.

Application Portal

In 2025, the Rozsa Foundation will be introducing a funding application and review system called Reviewr. All written applications will be accepted through this system.

We anticipate having the application for this program live in Reviewr by February 24, 2025. If you would like to start preparing an application prior that date, please request the application template from the Rozsa Foundation.

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Extension Requests

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

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.

2025 DEADLINES

There are three application deadlines for the Audience Development Funding program in 2025.

Friday, March 21, 2025

Friday, June 27, 2025

Friday, September 19, 2025

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

Funding decisions are typically made within 6-weeks of the application deadline.

POTENTIAL & INELIGIBLE PROJECTS

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 those 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.
- Develop and implement strategies and tools to begin collecting audience data.
- Support staff to undertake professional development learning to strengthen the organization's understanding of these processes.

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Acquiring Your Audience

This program stream supports arts organizations who have already completed work to understand their audience and are ready to experiment with new strategies designed to attract or regain specifically identified audience segments. The understanding work does **not** have to have been completed with previous support through this funding program.

The focus is on experimenting with 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 reframe the value proposition your arts experiences offer so that you can target, attract, and engage new audiences, increasing 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.

Ineligible Projects

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.**

The program also **does not provide funding for artistic projects, expenses related to artistic creation, or regular ongoing programming.** Strategies that include events or supplemental programming that are designed to test and measure new marketing or engagement strategies to capture specifically identified audience segments or communities are eligible for funding requests.

Spotlight on Arts Audiences

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

FUNDING AMOUNT

You may request up to \$15,000 to support your Audience Development project.

INELIGIBLE EXPENSES

Please note that Audience Development Funding cannot be used to pay for:

- Existing or planned advertising buys
- Offsetting the cost of tickets
- 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 may be eligible to apply if:

- Your organization is a **registered Canadian charity** with a valid CRA charitable business number (9 digits, 2 letters, 4 digits).

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- Your organization is **arts-focused** and presents arts-based work for a public audience.
- Your organization is **operating 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.
- Your organization does **NOT** have an active Audience Development Funding agreement with the Rozsa Foundation.

Not sure about your eligibility? Contact Ayla Stephen at ayla@rozsafoundation.com.

Equity-deserving organizations that are not charities may be able to apply for funding in partnership with a registered charity through an agency agreement.

We may also grant to **provincial organizations in Alberta** whose initiatives will directly benefit the Calgary arts community. Provincial serving organizations located outside of the Treaty 7 region may still be eligible but should contact us prior to beginning the application.

APPLICATION ASSESSMENT

Audience Development Funding applications are reviewed by an assessment committee assessed using the criteria below. 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 an approach 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.

APPLICATION CHECKLIST

TELL US WHO YOU ARE

Organization information:

- Organization name
- Organizational contact information
- Organization mandate or statement of purpose
- Charitable Registration Number

Artistic Discipline *

Requested for internal statistical reporting.

Annual Revenue on last CRA filing *

Requested for internal statistical reporting.

Applicant and Board Contact Information

FOCUS OF THIS FUNDING REQUEST

Which Audience Development Funding stream are you applying for? (select one)

- Understanding Your Audience
- Acquiring Your Audience

How much funding are you requesting?

Up to \$15,000

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Project Summary

At a high level, tell us about the activities 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.

Does this project build off work previously supported by the Rozsa Foundation? If yes, please briefly describe the work undertaken.

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. What do you already know about your audience, and how is this work building from there? Explain how this project differs from previous practices and why it is significant and impactful for your organization.

ACQUIRING YOUR AUDIENCE ONLY: Tell us about the specific audience that you are aiming to reach or invite into your organization with this project and how this project is designed to connect with them. How will this project shift or change the value proposition your organization’s offerings provide to this audience to engage them in your work?

PROJECT PLAN

Estimated project start date

Estimated project end date

Please share your project plan for this work, including timeline and notable budget considerations. Explain how this project differs from previous practices and why it is significant and impactful for your organization. *

BUDGET

Upload - Please upload the completed Rozsa Foundation Funding Program Budget Template, listing all revenues and expenses for this project in the column marked "BUDGET". Also indicate whether funding sources are confirmed or pending in the "BUDGET NOTES" column.

The budget template is available on the Rozsa Foundation website.

LEARNING & OUTCOMES

Tell us what you hope to learn and the outcomes you hope to achieve. Explain how the proposed work contributes to a clear and impactful organizational goal or learning objective, especially as it relates to your relationship to your audience. Specify any documents, plans, or roadmaps that will be developed. Tell us what ‘success’ looks like at the end of this project.

Outline your approach for measuring, evaluating, and tracking your learning. How do you plan to assess the success of the project?

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.

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PROJECT PARTNERS

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

Upload - If you're bringing in external help, please provide a brief work plan and the cost estimate from the consultant or contractor here.

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 your team to undertake the activities.

EDIA

Describe how you are ensuring that this work considers and embeds equity, diversity, inclusion, and accessibility in its planning, implementation, and community context. *

Mandatory Support Material

Project Budget

Consultant or contractor quotes, if applicable

Most recent Financial Statements

Board List

Additional Support Material

Project specific support material might include:

- Letters of support from project specific partner organisations
- 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)

NOTIFICATION OF RESULTS

After the application deadline, the assessment committee 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.

We aim to send notification of results within six weeks of the application deadline.

SUCCESSFUL APPLICATIONS

What to expect if your funding request is approved.

1. You and Ayla will book an ‘approved funding meeting’ to discuss next steps, goals and aspired outcomes for final reporting, project timelines, and the payment schedule. If you are partnering with an organization, group, or other collaborators, we encourage you to invite one of them to join you.
2. A funding agreement will be issued to your organization, 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. The Rozsa Foundation’s logos and recognition guidelines 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 participant in peer-to-peer learning and knowledge sharing.

GET IN TOUCH

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