



ARTS CATALYST PROGRAM

PROGRAM GUIDELINES (revised Spring 2009)

Next Deadline: Monday June 15, 2009, by 5 p.m.

Background

2010 Legacies Now is dedicated to strengthening arts, literacy, sport and recreation, physical activity, accessibility and volunteerism in communities throughout B.C. The arts area focuses on new opportunities in the arts and culture sector and seeks to strengthen and enhance the creative capacity of organizations and communities across British Columbia through strategic investments and projects.

The Catalyst program addresses the following objectives:

- To strengthen the arts sector's economic base and organizational capacity
- To strengthen the arts sector's ability to build artistic excellence
- To strengthen the arts sector's ability to establish strategic alliances

Catalyst Program Categories

The Catalyst program provides funding for B.C. arts, culture and heritage organizations, alone or in partnership, to undertake projects that will build their artistic and/or organizational capacity.

Projects must be outside of the normal course of the organization's operations and should address a clearly defined need of the organization or partnership. The project should change the organization or the partnership for the better in the short and long term.

Funding is available in four categories. Each category has a separate application form. Please note that Consultancies and Mentorships are now separate categories and each has its own application form. The Learning Connections category has been discontinued. A new Website Development category is now available to assist with new website development and website enhancements.

Examples of previously funded projects can be found on our website at www.2010LegaciesNow.com/catalyst/.

A. Developing Audiences and Markets

This program category supports projects that are part of an innovative and well-integrated audience and/or market development effort by an organization, or a group of organizations, to better serve existing audiences and/or to build, deepen and sustain relationships with a wider range of audiences and markets in B.C. and elsewhere.

The project should be outside the scope of the organization's normal marketing and communications activities. (This program does not fund consultancies or mentorships - see categories B and C).

Eligible types of Developing Audiences and Markets projects include, but are not limited to:

- Audience and market research
- Partnership projects jointly undertaken by multiple organizations to engage new or underserved audiences
- Projects that deepen public understanding of, and support for, the arts
- Audience loyalty programs

Discouraged projects include:

- Publications, unless it is a specific project that is clearly outside of an organization's ongoing marketing and communications activities.

Note: for website projects, see the new Website Development category for eligible activities.

B. Consultancies

This program category supports projects that bring in a qualified consultant with the expertise to address a clearly defined need or gap in an organization. The expected outcome for a consultancy is a report or planning document that will provide the organization with the information and skills it needs to develop and execute plans, along with a methodology to move the organization forward.

Eligible types of Consultancy projects may include, but are not limited to:

- Operational planning in areas such as marketing, touring and human resources
- Strategic or business planning (short, medium and long term)
- Fundraising and resource development planning.

C. Mentorships

This program category supports projects designed to enhance organizational capacity through mentorships. A mentor is a person with needed expertise who shares knowledge and gives guidance over an extended period of time to an individual employed by the organization. Mentorships may last one month to one year and may occur through face-to-face interaction, through telephone or email communications, or a combination of methods.

Eligible types of Mentorship projects may include, but are not limited to:

- Artistic mentorships involving peer-to-peer collaboration for a creative project or artistic planning
- Managerial mentorships relating to operations, marketing and fundraising.

Please see the glossary for definitions of consultancies and mentorships.

D. NEW CATEGORY! - Website Development

- i) New Website Development
- ii) Existing Website Enhancement

This category supports new website development, as well as enhancements to an existing website for B.C. based non-profit arts, cultural and heritage organizations and associations.

The objectives of this category are:

- To enable organizations to better serve existing audiences and to build and sustain relationships with a wider range of audiences in B.C., nationally and internationally.
- To enable organizations to provide clear and comprehensive online information about their activities and programs to build a greater understanding of the organization and/or discipline.
- To support educational activities and outreach goals with online tools and resources.
- To develop ecommerce opportunities in order to increase revenue streams.

i) New Website Development

Applicants to this sub-category want to create their first website. The application for support must include the name and resume and/or company profile of the professional web consultant that your organization will work with, and a quote and detailed workplan that outlines the rationale and objectives for the project.

The website workplan must include the following:

- Organizational objectives for the website.
- A map or inventory of the content needs, structure and navigation.
- Identification of technical and design requirements (i.e. software, etc.) including a review of potential Internet Service Providers and web hosting packages.
- A timeline outlining the development process with key dates identified.
- Identification of human resources required for the project (i.e. staff and consultant).
- Skills training plan for staff and users involved in the ongoing maintenance and management of the new website. This is key to demonstrating the long-term viability of the project.

ii) Existing Website Enhancement

Applicants to this sub-category seek to add features or new elements to an existing website that will improve the functionality and/or attract new audiences or enhance interaction with existing audiences. The application for support must include the name and resume and/or company profile of the professional consultant/web designer/developer that your organization will work with and a quote and detailed workplan that outlines the rationale and objectives for the enhancement project.

Examples of enhancements to an existing website may include, but are not limited to:

- Online audience development and/or educational outreach materials including audio/visual (e.g. podcasts), videos, virtual tours, blogs and other resources.
- E-commerce capabilities including internet ticketing or registration, merchandise sales, donor options and sponsorship opportunities.
- Creating online interactive forms for newsletter or membership recruitment, job posting submissions, etc.
- Improving web accessibility for people with disabilities.
- Translation and adaptation of website content into other languages.

This sub-category will not support the redesign of an existing website. Please contact 2010 Legacies Now Arts staff to discuss the eligibility of your project before applying.

General Eligibility

Who May Apply

Please note that the Catalyst program does not accept applications from individuals.

The Catalyst program invites project applications from all areas of arts and culture, including: dance, theatre, music, interdisciplinary or multidisciplinary arts, museums, visual, literary, and media arts, as long as they meet the goals and eligibility criteria of the Catalyst program, as described in these guidelines.

Applications may be submitted, individually or in partnership, by B.C.:

- Arts, cultural, heritage organizations and associations
- Arts Service Organizations (ASO) - the project may address the ASO itself or the ASO's members
- Post-secondary institutions are eligible if in partnership with arts, culture or heritage organizations. Post-secondary institutions are not eligible to apply to the Website Development category.

Organizations whose mandate is not specifically arts focussed (e.g. social service agencies, environmental groups) that are seeking support for an arts project, may do so in partnership with an arts, cultural, heritage organizations or association. The arts organization must be the lead applicant for this type of project. The non-arts group would be the partnering organization.

Limitations

The Catalyst program cannot assist with:

- General operating expenses (including staff salaries, office rent, regular promotional or marketing activities)
- Endowments
- Capital expenditures (renovation, construction, property or equipment purchase)
- Deficits incurred from past activities
- Prizes or awards
- Re-granting programs
- Competitions
- Regular studies at universities and colleges

- Projects undertaken for fundraising or commercial purposes
- Facility feasibility studies
- Capital campaign consultancies
- Annual conferences
- Symposia
- Inventories of municipal facilities and cultural assets (including public art).

Applicants may apply only once per deadline to the Catalyst program. An applicant is not excluded from participating in a partnership application for another project. Recipients that have not completed a previous project's deliverables as outlined in the Contribution Agreement and submitted a Final Report to 2010 Legacies Now cannot apply again into the Catalyst program until their active file is complete. An organization that is part of an application involving a partnership may apply for a separate project even if the partnership has not submitted a Final Report.

Funding cannot be provided retroactively. For the June 15, 2009 deadline, activity beginning prior to October 2009 cannot be funded by 2010 Legacies Now, but may be listed in the "Workplan" section of the application.

Assessment

Assessment Process

Eligible applications are evaluated by an advisory panel consisting of specialists in fields appropriate to the applications received. The panel members are chosen to ensure balanced representation. The panel bases its recommendations on the eligibility and assessment criteria described in these guidelines, within the context of the applicant's organizational, community and regional needs. Consideration is also given to the geographic distribution of the program's limited funds throughout the regions of B.C.

Applicants will be informed of the decision in writing approximately 12 weeks after the application deadline. Results will not be given over the telephone or by email. In the majority of cases, funds will be paid out in two instalments, up to 80% on signing of a contribution agreement and 20% upon acceptance of a final report.

Advisory Panel Assessment Criteria

Applications will be evaluated according to separate criteria dependent upon the program category they apply into.

A. Developing Audiences and Markets

- The project is outside the applicant's normal activities
- The project addresses a clearly defined need of the organization and/or partnership
- The ability of the project to improve the organization's capacity to attract new audiences, or interact with existing audiences
- The ability for the results to be carried forward in the long-term
- The achievability and strength of the audience development workplan and budget

B. Consultancies

- The project is outside the applicant's normal activities
- The project addresses a clearly defined need of the organization and/or partnership
- The ability for the results to be carried forward in the long-term
- The suitability and reputation of the proposed consultant
- The achievability and strength of the workplan and budget

C. Mentorships

- The project is outside the lead and participating organizations' normal activities
- The project addresses a clearly defined need for the person being mentored and his/her organization
- The ability of the knowledge and skills acquired to improve artistic and/or organizational capacity
- The suitability and reputation of the proposed mentor
- The achievability and strength of the mentorship plan, and budget and ability for the results to be carried forward into the long term

D. Website Development

- The project is outside the organization's normal activities
- The project addresses a clearly defined need for the organization
- The ability for the results to be carried forward in the long-term
- The suitability and reputation of the proposed subject expert(s)
- The achievability and strength of the workplan and budget

In addition all applications will be assessed on their ability to provide clear measures of success and a means to evaluate them.

Priority Consideration

Priority consideration will be given to applications that address one or more of the following:

- Needs and interests of communities and audiences currently underserved
- Partnerships, especially those that provide for learning and sharing experiences between the partners

Financial

Level of Assistance

- The Catalyst program will fund up to a maximum level of 50% of the costs of a proposed project (except for mentorships as outlined below). Assistance from the program is contingent on matching support from other public and private sources, which may include up to 25% in-kind services and materials.
- In normal circumstances, contributions from the Catalyst program are in the range of \$2,500 - \$30,000 except in the case of the mentorship and website development categories.
- **Mentorships only** - The maximum contribution for the mentorship category is \$10,000. For organizations with annual operating budgets of \$250,000 or less,

the Catalyst program will fund up to a maximum of 80% of the cost of a mentorship project that has total expenses of up to \$12,500. Half of the balance of support from the organization may include in-kind services and materials. For organizations with budgets of over \$250,000, the 50% maximum as outlined in the first bullet applies.

- **NEW! Website Development** - The maximum contribution for the website development category is \$2,500. This category will fund up to a maximum level of 50% of the costs of the proposed project. Assistance is contingent upon matching support from other public and private sources that may include up to 25% in-kind services and materials. Note: Post-secondary institutions are not eligible to apply for funding from this category.

Conditions of Assistance

- In general, funding for successful proposals will not be paid out until matching funding is confirmed or in process.
- Support from 2010 Legacies Now must be appropriately acknowledged on all materials related to the funded project, but only with the expressed consent of 2010 Legacies Now. Formats and guidelines for logo use will be provided to successful applicants.
- Successful applicants will be required to submit a final report on their use of the funds and the outcomes of their project. Project results and outcomes may be shared and made public by 2010 Legacies Now.

Other Support Programs

For a description of other contribution programs, and links to other funding resources, please visit www.2010LegaciesNow.com and go to the Explore Arts section.

Glossary

Capacity building - is the process of developing lasting skills and competencies within an organization or its members (for service organizations), which will enable it to successfully achieve long-term growth and sustainability.

Consultancy - a consultant is a person with needed expertise who works with staff or volunteers in the organization over a relatively short period of time to address a particular challenge or opportunity facing the organization. For consultancies dealing with operational aspects of the organization such as fundraising or human resource management, the focus of the consultancy must be on the transfer of knowledge to members of the applicant organization. This kind of consultancy will have many of the facilitation characteristics of a mentorship. The applicant, not the consultant, will carry out the majority of the work. For consultancies dealing with one-time activity - such as business planning or needs assessments - the consultant may take a more hands-on role in doing the work. There still must be a connection to the organization's staff, volunteers, or members, and there should be a tangible outcome that will assist the organization to move forward following the consultancy.

Mentorship - a mentor is a person with needed expertise who shares his/her knowledge and gives guidance over an extended period of time to an individual employed by the organization. The mentorship may focus on operational issues such as financial management, fundraising or touring, etc. Mentorships may last one month

to one year and may occur through face-to-face interaction, through telephone or email communications, or a combination of methods. Mentors facilitate the growth of the mentee toward clearly defined objectives through planned interactions.

Partnerships - consist of two or more organizations, each of which is expected to make a clear, identifiable and significant contribution to the project. Partnerships that include non-arts groups or organizations must have at least one partner with a demonstrated track record of experience in cultural programming. Organizations that solely provide funding towards the project are not considered partners (such as granting bodies, foundations, sponsors, donors, etc).

Basic Website Terms

Additional definitions are available on the 2010 Legacies Now website on the Catalyst FAQ page at www.2010legaciesnow.com/catalyst/

Blog (short for Weblog) - A personal online journal that is frequently updated and intended for general public use. Blogs are defined by their format: a series of entries posted to a single page. Blogs generally represent the personality of the author or reflect the purpose of the website that hosts the blog.

Browser (or web browser) - A software program that is used to view websites and other Internet resources. Examples of browsers include Internet Explorer, Safari and Firefox.

Content - Content refers to text, images, graphics, rich media, downloadable files and links on a website.

Ecommerce - Ecommerce is the conduct of financial transactions by electronic means. It refers to Internet shopping, the downloading and selling of merchandise (software, documents, graphics, music, etc.), and business-to-business transactions.

Software - Software is a generic term for organized collections of computer data and instructions, often separated into two major categories: system software that provides the basic non-task-specific functions of the computer, and application software which is used by users to accomplish specific tasks.

Static websites - A static website is a collection of content which act as pages that always look the same and the content never changes. Static websites are a more basic form, with a simple layout. With a static website you will have to edit actual HTML (or other) files to add more content and update previous content.

Website database - A database driven website stores and presents information to meet the needs of the individual user. The database manages the bits of information so you can choose, compare, and relate them to each other. A database which is fronted by a web server can be accessed by web browsers. Such databases are usually used in ecommerce applications.

Web Designer - Many web designers are also web programmers. This means they not only are the architect of how a page will appear on the Internet but they can also implement their own designs through programming.

Web Developer - A web developer is a company or an individual that will help with the technical and original aspects of your website. A web developer may also help with designing the graphic layout as well as the website structural design and navigation.

How to Apply

Application Deadline: June 15, 2009 by 5 p.m.

1. Read the Catalyst *Program Guidelines*
2. Contact 2010 Legacies Now to discuss your proposal and its eligibility
Phone: 778-327-5160
Email: arts@2010LegaciesNow.com
3. See the Catalyst *Guide to Filling Out the Application Form*
4. Complete the Catalyst *Application Form* (note that each program category has a separate application form) and provide all the supporting material.
5. Send the completed application to:

Arts - Catalyst Program
2010 Legacies Now
#400 - 1095 West Pender Street
Vancouver, B.C. V6E 2M6

Please note:

- Applications need to reach the 2010 Legacies Now office by 5 p.m. on the day of the deadline. **Please take delivery time into consideration when submitting your application.**
- Faxed or emailed applications will not be accepted.
- Late applications will be returned unopened to the applicant.