



**Creative
Manitoba**

Strengthening Manitoba's arts and creative industries

Arts Management Boot Camp 2018

Session 3, Funding and Government Relations

Tuesday August 21, 2018, morning

- Welcome to Kate Fennell, RWB School



Arts Management Boot Camp 2018

What we're covering in Session 3

- Public Funding: who, what, where, when, why, and how government invests in artists and cultural organizations
- How to best position your organization in funding applications and relationships
- Government Relations and Advocacy: building an organizational and sectoral case for support



Who: Sources of Government Funding

- Canadian Heritage (federal dept)
- Canada Council for the Arts (federal agency)
- Sport, Culture, Heritage (provincial ministry)
- Manitoba Arts Council (provincial agency)
- City of Winnipeg (municipal govt)
- Winnipeg Arts Council (municipal agency)





Mr. fish



Who: Other public funding pools

- Film and Tax Credits (federal, provincial)
- National funds for specific disciplines
(eg. Canada Music Fund, Canada Periodical Fund)
- Festival funding
(eg. Canadian Arts Presentation Fund)
- Funding for facilities, endowment incentives
(through Canadian Heritage)



Who: Funding Directories

Is there an organization you know who has a membership already?

[Big Online Canada](#)

[Charity Village Funder Directory](#)

[Grant Advance](#)

[Grant Connect](#)



Who: Decision Makers

Who is making the decision? What will resonate with them?

- Are decisions arms-length or influenced by government?
- What role do Grant Officers or Departmental Staff play?
- Is there a Jury (of peer assessors) or a Committee?
- People may only have time to read the grant (don't assume they will research you online).
- People may not know your work / your city / your artform.
- It's your job to make sure they understand your needs and how you will spend the funds. Will support material help this?



What: Frame your Grant

- What are the articulated priorities of the funder?
- How can continued / increased investment in your organization help achieve these priorities?
- Is your project eligible and competitive?
- Is the scale of your project appropriate?





"OUR PROPOSAL DIDN'T GET THE GRANT, BUT THEY WANT US TO TEACH PROPOSAL WRITING."



Where: Regional Specifics

- Not every community has multiple streams of funding. You may need to explain this to a national or provincial body.
- Most funders have priority regions. Can you include them in your project?
- Most funders want to know where your artists and audiences are from – past and (recent) present. Do you track this?



When: Deadlines and Timelines

- A deadline is a deadline. Unless you have extraordinary extenuating circumstances which you have explained WELL in advance.
- Grant timelines can be long. Plan accordingly.
- Multi-Year funding relationship still require regular updates. Don't let your funders find out what's happening via social media. Communicate regularly.



Why: Government Investment

- A government in power wants to stay in power. They are looking to focus on assets; areas they perceive their constituents care about. They will, however, pay closer attention to you if you become a liability.
- Governments invest in the cultural sector for a complex range of reasons: economic, growth, education, civic catalyst, legacy, character, value to society, innovation, tourism, brand, cultural diplomacy.
- Even the largest arts orgs are considered “small businesses” to government.



How: Grant-Writing Tips

From The Alliance for Arts BC (1 / 2)

Read the Instructions. Eligibility, criteria, maximum amounts, deadlines.

Start Early. Leave time to fully develop the project and make changes.

Get Feedback. Get a proofreader who knows the ropes.

Make it Pop! Aim for a compelling core idea that is meaningful and well articulated.

Be honest about the difference your project will make in the community and strive to make one.

Be Inclusive. If you are not addressing the diversity that is Canada, you will be at a disadvantage.



How: Grant-Writing Tips

From The Alliance for Arts BC (2/2)

Don't Repeat Yourself. You can't say that again!

Find Partners. A grant is always stronger when you have contributing organizations and individuals.

Own Your Timeline. Be specific about the various stages of your process.

Talk to the Grants Officer. They are your best resource! Developing this relationship is important - but don't blame them if your first attempt is unsuccessful.

(Bonus Tip: Keep Trying!)



How: Budgeting for the Funders (1 / 2)

- You are usually expected to submit a “break even” budget where Revenue = Expenses.
- You will only get an increase if you ask for an increase. You need to show that increase in your upcoming year budgets.
- You should always provide notes to explain any increase over 5% of the previous year in your grant budget.
- Be aspirational but not unrealistic.



How: Budgeting for the Funders (2/2)

- You need to have clearly articulated plans for:
 - Retaining (or deploying) an accumulated surplus
 - Addressing an accumulated deficit
 - Planning a one-year surplus
 - Planning a one-year deficit
- This is not an area to skim over; specifics in these areas will give them confidence in your administrative acumen.



How: Got the Grant

- Acknowledge and thank the funder appropriately.
- Report back regularly (adhere to timelines and expectations here).
- Keep the funder in the loop.



How: Didn't Get the Grant

- Yes, you can ask for feedback and jury comments.
Don't, however, argue with the grants officer about the comments.
- Use these comments to help inform future applications.



The Funding Relationship

- Sharing good news: treat your funder as you would a valued major donor. Offer them advance news; find opportunities to engage; make them feel connected.
- Sharing bad news: use your funder as a resource when times are tough. Keep them informed but remember they can also be a source of advice or emergency funding or resources.



Engagement with Funders (Beyond the Granting Relationship)

- Who is on the Board of the funder?
- What impact can you expect with a change of staff, Board, or government?
- How involved are you in responding to surveys, consultations, meetings?



Government Relations

Your organization should strive to maintain positive relationships with elected officials at all levels, alongside positive relationships with agency staff who represent your interests.

An effective GR plan includes details on:

- Department / Agency / Contacts
- Assessment of Current Relationship
- Strategies (Annual)



Why develop a GR plan?

- To articulate for Board and staff a workable plan with actions and timelines
- To have a baseline for measuring your org's success in connecting with elected officials
- To ensure that you are making regular contact with municipal, provincial and federal decision-makers
- To build a relationship with key individuals who can become advocates for your organization and mission



Example: Federal GR with Funder

- Ensure Manitoba candidates are considered for Canada Council Board member appointments and juries
- Encourage contact between Org Chair and Canada Council Chair
- Annual meetings with Prairie Region Council Board representative
- Find opportunities for Canada Council Board members' attendance
- Org Board members to act as “ambassadors” when in Ottawa
- Increase contact with Canada Council/Canadian Heritage staff, with one face-to-face meeting annually, and bi-annual phone calls



Example: Federal GR with MPs

- Invite to opening nights, AGM, sponsor nights
- Add them to press release distribution
- Schedule annual meetings with MP when home for breaks
- Look for opportunities to foster relationship with MP – offer venue for announcements, request profile in their communications, cross-promotion on social media, ask MP to hold a reception at the Hill (Ottawa) to celebrate something specific (anniversary?)
- Get to know MPs staff – at home and Ottawa. Who makes the scheduling decisions? Who is in your town and might appreciate tickets?



Easy GR Entry Points (1 / 2)

- Who represents your organization (by address)? You personally? Your Board Chair? Those should be speedy meetings to get.
- It's worth checking out if there's a policy in place about elected politicians accepting comp tickets. Some provinces or municipalities might have odd rules. You may have to ensure that you're listing your funding sources on the invite, in order for them to accept the invite. Check with a protocol office.



Easy GR Entry Points (2/2)

- Better than opening nights is an early season conversation with your Elected Official's scheduling staff and determining which opening they could possibly make. These can be booked months in advance.
- Politicians love social media. Engage with them there, personally and professionally. Post things on their walls. Retweet things they post. Politicians want to be in the loop, and celebrate good news.



Foster connections with elected officials

- Drop into their constituency office with a stack of season brochures. Send posters and other publicity items (shows, fundraisers, schools, festivals) to politicians and government officials, if appropriate. These materials serve as a constant reminder of your organization and of the arts.
- Offer backstage tours of your facility.
- When you get important grant news, organize board members to write letters of thanks and tell them what it will mean to your programming and for your audiences. Use business or personal letterhead, when available.



Who are your GR allies?

- Board members (not just your Chair)
- Key donors and long time supporters
- Volunteers
- Artists



Your Board and Public Funders

- What are their expectations about grant increases, continued funding, project funding, capital funding? How do you build this expertise?
- Does your Board understand and help foster your relationship with funders?
- Is your Board aware of any changes in the priorities of your funders?
- Are you sharing jury feedback with your Board?



GR, Advocacy, and Lobbying

Government Relations – GR is a form of Public Relations (PR), ensuring that you communicate regularly with government officials.

Advocacy - An advocate is someone (an individual or organization) who speaks up for others. Advocacy involves identifying, embracing, and promoting a cause. Advocacy is an effort to shape public perception and / or to affect change that may, or may not, require legislation.

Lobbying - Lobbyists are defined as “individuals who are paid to communicate with federal public office holders in an attempt to influence government decisions” (Lobbyists Registration Act); lobbyists adhere to filing requirements.

Adapted from Canadian Community Economic Development Network (CCEDNet)



Are you allowed to advocate?

CBCnews | Politics

▪ Mike Duffy trial
▪ Tax season 2015

▪ Missing women
▪ CBC investigates

- Home
 - World
 - Canada
 - Politics**
 - Business
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 - Arts & Entertainment
 - Technology & Science
 - Trending
 - Weather
 - Video
- Politics** Inside Politics Blog Photo Galleries PEI Votes Alberta Votes

7 environmental charities face Canada Revenue Agency audits

Charities fear they may lose charitable status

By Evan Solomon, Kristen Everson, CBC News | Posted: Feb 06, 2014 8:55 PM ET | Last Updated: Feb 06, 2014 11:14 PM ET

Questions about audits of environmental groups



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Power & Politics
with Evan Solomon

Power & Politics' Ballot Box question: Prayer

Should official prayers be banned from government meetings?



Charities vs Non-Profits

Non-profit organizations and charities do have the legal capacity to engage in advocacy or “political activity” on behalf of the individuals, communities and causes they serve. It is essential to recognise that the rules governing advocacy are very different for non-profit organizations than for registered charities.

Non-profits are free to engage in advocacy or political activity, including partisan activity, if it is consistent with their purposes or objects.

Registered charities do face legal and administrative limits on their advocacy activities. All charities considering advocacy should study the guidance found in the Canada Revenue Agency’s (CRA) publication “CPS-022 – Political Activities.”

From *The Art of Advocacy, A Handbook for Non-Profits*
https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/art_of_advocacy_en_online.pdf



Restrictions on Charities (1 / 2)

- **Partisan activity** - the direct or indirect support of a candidate or party - **is prohibited.**
- **“Political activity”**, which the CRA defines in part as explicitly communicating a call to political action (that is, encouraging the public to contact an elected representative or public official and urge them to retain, oppose, or change the law, policy, or decision of any level of government in Canada or a foreign country) **is permitted by charities, within limits.**
 - EXAMPLE <https://www.creativecalgary.org/join>

From *The Art of Advocacy, A Handbook for Non-Profits*
https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/art_of_advocacy_en_online.pdf



Restrictions on Charities (2/2)

- Charities can devote from 10 to 20 percent of their resources annually, depending on their size, to political activities that are linked to their purposes.
- Charities may communicate with elected representatives and other public officials, and it is not considered political activity. Charities can publically release the text of their representations to government and that too will not be considered political.

From *The Art of Advocacy, A Handbook for Non-Profits*
https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/art_of_advocacy_en_online.pdf



Advocacy Dos

- Meet with your MP, MLA, and municipal councillor to share your stories, impact and contribution, and make them welcome at your events
- Call on your audiences and public to support policies and programs that will help your theatre meet its aims and objectives
- Support sector-wide initiatives, like public policy submissions, by championing them with your MP, MLA, and municipal councillors
- Post on Facebook about an upcoming debate at the Chamber of Commerce, encouraging people to submit an arts-related question
- Encourage your staff to vote (and indeed give them information about the logistics of where to vote and what they need to bring to the voting station)



Advocacy Don'ts

- Support or oppose any specific candidates or political parties
- Use your theatre's resources to buy a ticket to a political fundraiser
- Use your social media properties to indicate support or opposition for specific candidates
- Give tickets or contribute prizes for partisan promotional purposes
- Use your theatre's resources or volunteers to support or oppose specific candidates



Developing an Advocacy Strategy

(1/2)

1. Identify issue - what is your concern, problem or focus?
2. Set goals - what is your objective? What outcomes are acceptable and what alternatives are acceptable to the membership?
3. Research and get facts - make your argument more credible. Avoid anecdotes.
4. Determine your target audiences - with whom are you trying to communicate? Elected officials, public servants, media, public or membership?
5. Develop a formal position - develop statements, key messages, brief or scientific paper.
6. Develop tactical action plan - timelines, activities and assignment of responsibilities.

Adapted from Canadian Community Economic Development Network (CCEDNet)



Developing an Advocacy Strategy

(2/2)

7. Communicate with your target audience - inform your target audience of your concerns. Establish communications and begin developing relationship.
8. Consult your membership - continue to seek input from your membership and involve your membership in the process.
9. Keep your membership informed - inform members of your progress along the way.
10. Build coalitions - look to develop relationships with organizations of common interest. Share information or join in more formal coalitions.
11. Review Campaign - make adjustments where necessary.
12. Feedback - seek feedback from members, media, public, officials. They can be good indicators of your future success.

Adapted from Canadian Community Economic Development Network (CCEDNet)



Core Principles of Advocacy

Stolen from Roberta Christianson, Chair, Manitoba Arts Council

- Start today to build your relationships (it's a bad time to build a relationship in crisis)
- Don't whine
- Remember to say thank you
- Use your assets (Board members, volunteers)
- Don't expect instant results



Government Meetings Big Picture

- Be empathetic and realistic about scheduling a meeting (they have intense pressure on their time, crazy workload, balancing many needs).
- Be efficient with your time: come prepared, have leave-behinds, bring allies (Board members) but be scripted. Use a timed agenda.
- Be clear about your ask.
- Follow up with thanks and a plan moving forward.



How-Tos for a Government Meeting

- The best location is their office.
- Contact them either by email or phone. Follow up is vital. Keep track of the names of the individuals you speak to at the constituency office.
- In the email or phone call state your reasons for a meeting.

For example: Our company makes an important contribution to our community. We attract an audience of (NUMBER,) residents of (NAME OF RIDING / COMMUNITY) etc. We'd like to meet with (NAME) to brief him/her on what's happening in our company, and the arts and cultural sector generally.

- Make sure you confirm the meeting – email is fine. In the confirmation email state who you will bring to the meeting and the meeting time and location.



Getting Ready for the Meeting

- Consider who will attend – board members who are strong communicators and with a connection to the MLA are ideal, as well as staff leadership.
- Prepare yourself. Be clear on:
 - a. Messages you want to deliver
 - b. Material you will leave (organizational pamphlets, a presentation deck, etc.)
 - c. Select a group leader who will help to maintain organization and flow in the meeting. Assign someone to keep notes.
- All meeting participants should agree on the approach and proposed messages to be shared at the meeting.



Conducting the Meeting (1 / 3)

- Plan on speaking/presenting for 15-30 minutes, making sure to leave lots of time in the conversation for dialogue.
 - A. Introduce yourself, your organization and your meeting attendees.
 - B. Thank them for taking the meeting, confirm the time you have to meet.
 - C. Provide a memorable description of your organization, and have one or two documents to leave behind that highlight your company's activities. Keep the papers to a minimum. Highlight two or three pertinent facts such as: number of performances/exhibitions, number of artists and volunteers engaged with your company, outreach initiatives to community and education sectors, employment statistics.



Conducting the Meeting (2/3)

- D. Share a success story from your organization that illustrates the impact your company's work has had on individuals and/or your community. Once you have laid the groundwork, it is appropriate to discuss issues that are specific to your need (funding, support, policy issues). Three key messages, no more, and only one specific request (if appropriate).
- E. Establish a dialogue. Ask open questions. For instance, ask them for their opinion on the place of funding for the arts.

If the question receives a positive response, suggest how they might support budget recommendations.

If feedback regarding funding is more negative: ask them is there anything in particular that informs their opinion on this topic? Is there anything that would change their opinion?



Conducting the Meeting (3 / 3)

- F. Closing the meeting. Keep the dialogue open: invite them to contact your organization if they have any further questions. Confirm who in their office handles their schedule; plan on sending a list to this individual of all upcoming events and adding this individual to your press release list. Thank them for meeting with you.
- G. The final step is to send a thank you note (email is fine, and copy all the individuals who were present at the meeting), outlining what was discussed and any next steps agreed upon.



National Advocacy Example

Canadian Arts Coalition



Register for Arts Day on the Hill 2018



National Advocacy Example

THEATRE IS PART OF A VIBRANT CANADA!

Theatre is a reflection of our hearts and souls that enriches our lives

8/10

Canadians believe that live theatre is important to making communities vibrant places to live

"Theatre is a reflection of our hearts and souls that enriches our lives. As a longtime volunteer I see first-hand the power of theatre to uplift Canadians and make our country a happier place."

Jean Giguère
2014 Ramon John Hnatychyn Award for Leadership in the Performing Arts
Co-Chair, Culture Days Manitoba

80% of Canadians understand that theatres, large and small, make communities more attractive to visitors

"Live theatre is the heartbeat of our community; it generates energy, excitement and enthusiasm, making Corner Brook an amazing place to live and a destination of choice for cultural tourists."

Charles Pender
Mayor, Corner Brook, NL

Live theatre is the heartbeat of our community

THEATRE PUTS COMMUNITIES ON THE MAP!

77% of Canadians are in favour of additional investment in theatre to celebrate Canada's 150th birthday

THEATRE IS A MIRROR ONTO OURSELVES AND OUR HISTORIES

Theatre has the unique power to unite an audience

"The success of Kim's Convenience has demonstrated the hunger of Canadians for stories that reflect the changing story that is Canada. Theatre has the unique power to unite an audience and to make manifest their shared journey on stage."

Ins Choi
Playwright



THEATRE SUPPORTS BUSINESS GROWTH!

other tourist attractions are all flourishing in our little town

2/3 of Canadians understand that theatre helps attract businesses

"The Shaw Festival has been crucial to the economy of Niagara-on-the-Lake for more than 50 years. Our audience has grown to more than 250,000 annual visits, and wineries, restaurants, local businesses, hotels, B&B's and other tourist attractions are all flourishing in our little town of 15,500 residents."

Andrew M. Pringle
Chair, Board of Governors, Shaw Festival



This information reflects the results of a national online telephone survey of 1,000 Canadians commissioned from Nanos Research for the Professional Association of Canadian Theatres. It was conducted between March 6 and 10, 2014. The margin of error for a random sample of 1,000 respondents is 3.1 percentage points, plus or minus, 10 times out of 50.

Live theatre has an impact across Canada...

Live theatres are part of the **\$49.9 BILLION** the cultural sector contributes to Canada's GDP. They create jobs, directly and indirectly.

In Canada, live theatre companies sell **8 MILLION TICKETS** a year.

ADMIT ONE

The Canada Council for the Arts invests **\$26.5 MILLION** in Canadian live theatre (Annual Report 2013). The Department of Canadian Heritage offers programs that also invest in live theatre companies across the country.

PACT Nanos Research, 2015



Provincial Advocacy Example

Manitobans for the Arts

CULTURE FOR ALL

We celebrate an arts, culture, heritage and creativity sector that is vibrant and diverse, which has a positive and profound impact on Manitobans in every corner of this province. The sector has a deep connection to our identity: **our culture is who we are.**

Culture enriches the lives of all Manitobans, with performances, festivals, museums, screenings, readings, art galleries, concerts and displays of public art.



Municipal Advocacy Example



**BEAUTIFULCITY.CA
MANDATE & USE OF
THE BTAX REVENUE**

Toronto Arts Council
Beautiful City

<https://vimeo.com/65066164>



Budget Submission Example

Professional Association of Canadian Theatres (2018)

PACT Recommendations:

1. Ensure that the five-year \$180 million investment for the Canada Council for the Arts announced in Budget 2016 be fully realized and fulfilled in Canada's long-term fiscal plan.
2. Increase the funding to the Canada Arts Presentation Fund for performing arts presenters and festivals by \$30 million in order to create synergies with other federal investments and to enable Canadian productions to be competitive both on the domestic market and on the world stage.



Funding and Government Relations

Additional Advocacy Resources

<https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/legislative-issue-center/advocacy-toolkit-for-individuals-and-organizations>

<https://www.artscouncil.org.uk/why-culture-matters/making-case>

<http://www.manitobansforthearts.ca/en/what-you-can-do/learn-about-arts-and-culture/>

Questions?





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