

2010 Halton Hills Cultural Symposium

January 23, 2010

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You are on the Right Path



Pop Quiz

How does your organization define success?



“If you don't know where you are going, any road will get you there.”



The Central Issue

To be successful, an organization must be mission focused. It must have a clear understanding of why it exists and what it wants to accomplish. Although this should be obvious to most, numerous studies and reports have concluded that **cultural organizations often lack a clear idea of what successfully achieving their mission would mean.**



What is Our Core Mission?

- The end; not the means
- Measurable
- Attainable
- Important



What is Our Impact?

- **Who are our beneficiaries?**
- **What benefits do our activities create?**
- **How do we define success?**
- **What won't we do?**
- **Who are our current partners?**
- **What would make us obsolete?**



Challenge: We're too small a place to get something substantial going.



Response: The little town that could

- Canadian town of 20,000 several decades ago
- Manufacturing base in decline
- Community volunteer wanted to mount some plays to attract visitors
- Local council provided a small budget (about \$2,500 in current dollars)



Defining Capacity & Capacity Building

Capacity is the ability to perform or produce.

Capacity building is the mobilization of individual and organizational assets from the community and combining those assets with others to achieve organizational and community goals.



An organization must be ready for capacity building

- The organization is open to change and willing to question itself.
- The organization can clearly describe its mission.
- Key members believe that capacity building will help to further the mission.
- The organization is prepared to commit the necessary time and resources to capacity building.



Capacity Challenges

- **Funding**
 - ◆ Declining funding from government
 - ◆ Shift to project funding
 - ◆ Increased contracting arrangements
 - ◆ Increased competition for funding
 - ◆ Increased requirements for financial management and accountability



Capacity Challenges

- **Human Resources Capacity**
 - ◆ Shift to project based funding
 - ◆ Constraints on volunteers' availability
 - ◆ Increased need for training and development
 - ◆ Decreasing availability of qualified board members
 - ◆ Increasing requirements for boards with strategic planning and fundraising skills



Overall Observations

- It is all but impossible for an organization to build its capacity all on its own.
- Money is necessary for increased capacity, but it isn't sufficient.
- Partnerships build capacity.
- Too few cultural organizations have worked hard to identify the anticipated results, or outcomes, of their work.



Quotable Quotes

"By being really successful – doing a lot well with almost no resources – all we do is raise the bar. Everyone comes to expect this level of achievement all the time – our boards, the funders, the artists. If we can't repeat it, we're considered failures."



Quotable Quotes

"Part of the strain on boards and volunteers is that we ask organizations to operate at the edge of insolvency."



What is needed to make it work?

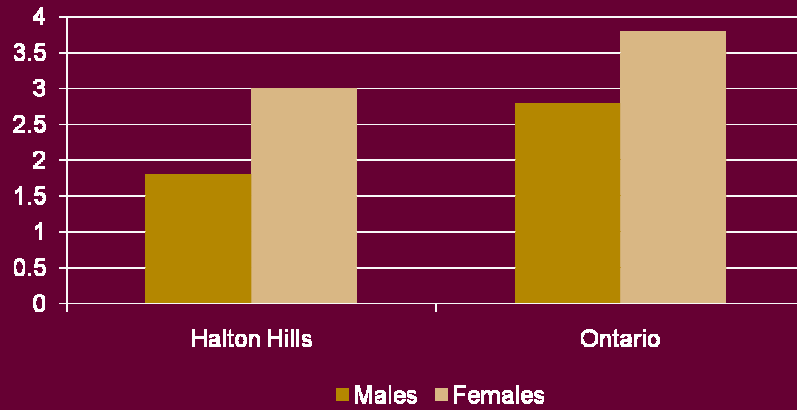
- Creative funding
- Funders who focus on outcomes, not money management
- Multi-party funding
- Partners
- Volunteers (big picture and doers)



Background Information



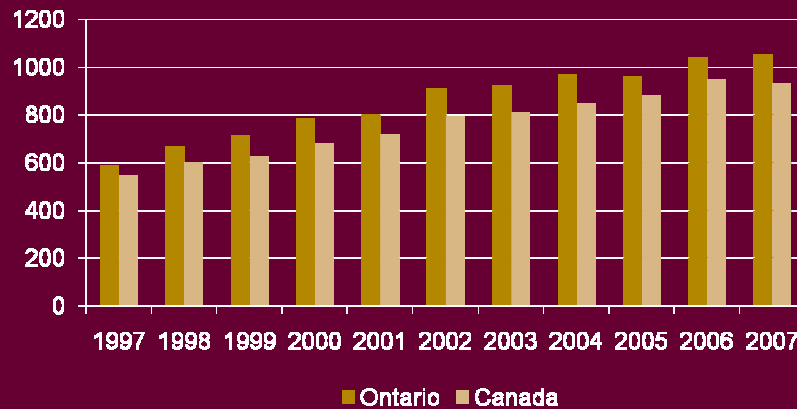
% Employment in Arts, Culture, Recreation, and Sport Organizations – Halton Hills, 2005



Source: Statistics Canada Community Profiles



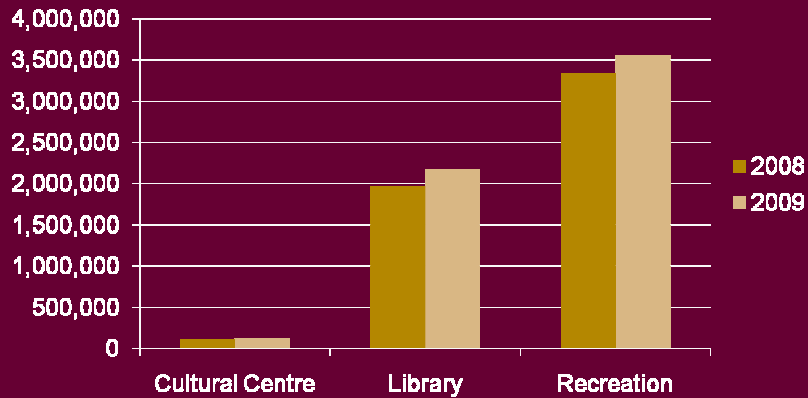
Average Family Spending on Arts and Culture, Ontario and Canada 1997-2007



Source: Statistics Canada. Survey of Household Spending.



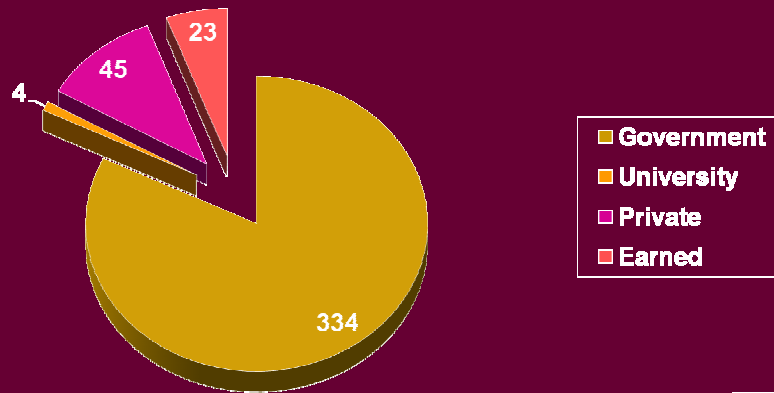
Halton Hills Culture/Recreation Operating Budget, 2009



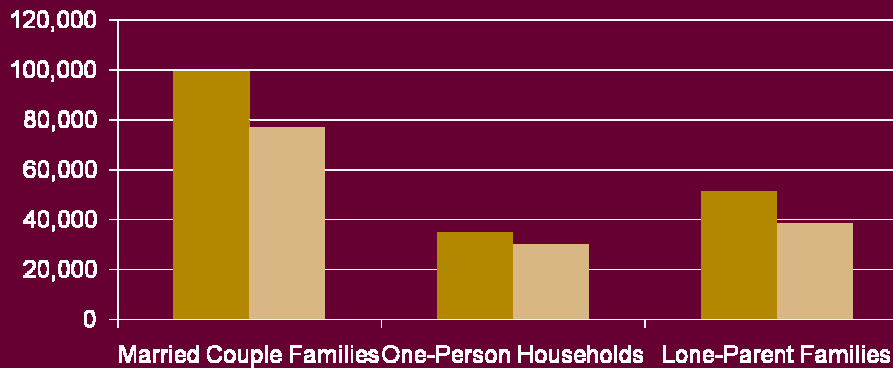
Revenues of Canadian Performing Arts Organizations, 2006-2007 (\$M)



Revenues of Canadian Museums and Galleries, 2006-2007 (\$M)



Median Income: Halton Hills and Ontario, 2005



■ Halton Hills ■ Ontario



Survey: Municipal Organizational Support Mechanisms (12 municipalities)

- **In-kind services/supports – 100%**
 - ◆ Promotional support – 75%
 - ◆ Use of civic-owned space – 75%
 - ◆ City staff expertise – 67%
- **Advocacy support – 100%**
- **Rental subsidies – 83%**
- **Purchase of service/grants – 83%**
- **Property tax exemption/credit – 75%**



Government Spending on A & C is a Benefit, Not a Cost. It... (1)

- Provides **direct economic benefits**
- Creates **job growth** in the cultural sector, expanding the sector as a whole
- Promotes and **enhances cultural development**
- Helps **foster creative cities and communities**
- Improves the ability of urban centres to attract **skilled workers**



Government Spending on A & C is a Benefit, Not a Cost. It... (2)

- **Helps a community distinguish itself** based on strong identities, cultures, arts and crafts, etc.
- Helps a community **gain a competitive advantage** as a “destination city” for cultural tourism
- **Spawns “spin-off” businesses**, fortifying and diversifying the original initiatives’ strengths
- Can lead to subsequent **economic regeneration** through urban revitalization



Capacity building grows out of solid planning

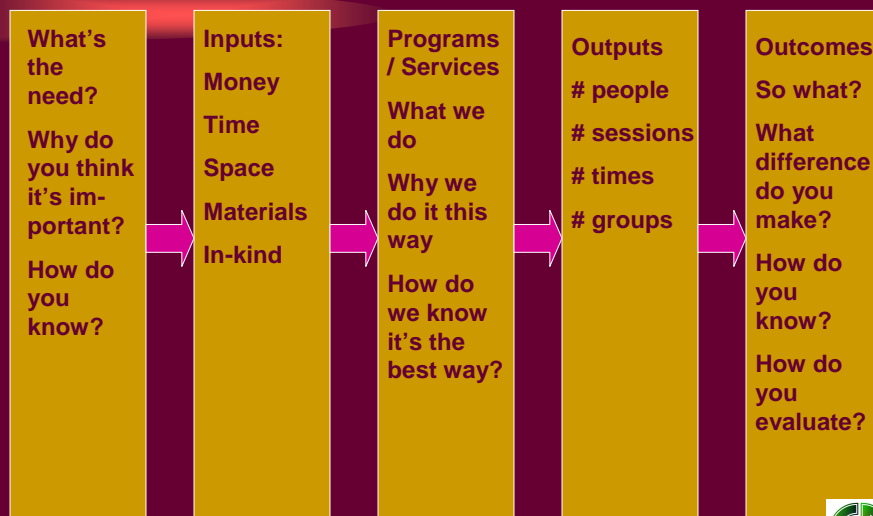


Clarifying Strategy (1)

- What is the cause-and-effect logic that gets us from our resources (people and dollars) to impact?
- Where are the gaps or leaps of faith in this logic chain?
- What are the most important elements of our programs' content and structure?
- What assumptions led us to choose these particular program elements?



Develop a Logic Model



Clarifying Strategy (2)

- Are there other ways in which we could achieve the desired outcomes?
- What is the minimum length of time our beneficiaries need to be engaged to achieve these outcomes?
- What else do our beneficiaries need to achieve these outcomes?



Capacity Building: Calculate Your (G)oods, (S)ervices, and (T)alent

- Money is last on the list. It buys what you can't get other ways.
- What can you get in-kind/shared?
 - ◆ Graphics
 - ◆ Printing
 - ◆ Rent
 - ◆ Carpentry
 - ◆ Advertising
 - ◆ Mailing
 - ◆ Webmaster
 - Social networking
 - Facebook group
 - ◆ Box Office
 - ◆ More



Accessing Government Funding



Government Funding (Ontario)

The Cultural Strategic Investment Fund. Who can apply: Incorporated not-for-profit organizations working in arts, heritage or ... cultural sector, can apply for funding. Applicants must have at least one project partner.

Eligible applicants can receive non-capital funding for projects supporting CSIF's priorities:

- Arts Education
- Cultural Diversity & Aboriginal Engagement
- Cultural/Heritage Tourism
- Heritage Preservation & Archaeology



Government Funding (Ontario)

The Creative Communities Prosperity Fund (CCPF)

Who can apply? Stream 2: Not-for-Profit Organizations

This funding stream will support specific capacity building initiatives at the community level that enhance MCP, strengthen local cultural capacity and encourage community building and economic development. The lead applicant must be an incorporated not-for-profit organization.



Government Funding (Ontario)

The Museums and Technology Fund

Who can apply?

Eligible organizations include:

Community museums

Community art galleries

Community archives

Heritage organizations with provincial mandates



Government Funding (Ontario)

Ontario Cultural Attractions Fund

The fund helps organizations develop, promote and present:

- one-off or first time events
- a significant expansion of an existing event or activity

Events should be designed to:

- attract new tourists and visitors to the region
- increase the ability of the organization applying to generate revenue.



Accessibility for Ontarians with Disabilities Act Requirements – Coming Soon

- **Accessible Built Environment**
standards to address access into and within buildings and **outdoor spaces**



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Charitable and nonprofit giving
billion in 2004

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Case Study Approach

- It all starts with your mission
 - ◆ Compelling
 - ◆ Important
 - ◆ Achievable
- How do you define success?
 - ◆ How do you measure it?

How Do We Measure Success – Theatre?

- We want X% return customers every year (shows that they liked it the last time)
- We want X% new customers every year (shows that the theatre is drawing in new audiences)
- We want X% of audience to be under 50
- We want to be the first choice for local schools (they don't need to go farther away because we're just as good)



6 Case Studies – Common Challenges

- Attendance/participation
- Getting sufficient volunteers
- Marketing
- Mission
- Evaluation
- Funding



Dickens Plus Festival - Challenges

- **Key question: Is this a cancer fundraising event using arts, or an arts event that donates to cancer?**
- **Up-front funding**
- **Focus: What's the link between performance, car show, author talk?**



Credit Valley Heritage Society - Challenges

- **Clear goal**
- **Increase membership**
- **Sustainable funding**
- **Skilled volunteers**



Light Up the Hills - Challenges

- **Clear vision – “what”, not “how”**
- **Expansion**
- **Sustainable funding**
- **Perception – sum of parts**



Rotary Accessible Playground – Challenges

- **Funds**
- **Knowledge of accessibility requirements**
- **Skills**
- **Long-term maintenance plan**



Acton Town Hall Centre - Challenges

- **Historical vision**
- **Small board size**
- **Skilled volunteers**
- **Sustainable funding**

Under the *Income Tax Act*, charitable organizations and public foundations can carry on related businesses that accomplish or promote their charitable objects. A related business is a commercial activity (*i.e.*, revenue-generating) that is either related to a charity's purposes, or substantially run by volunteers.



Tourism Ambassador – Challenges

- **Clear vision/mission – “what”, not “how”**
- **Funding**
- **Link to broader strategy**
- **Volunteers**



Case Study Development



Vision, Mission Definitions

- **Vision: the big picture of what your sector should look like in the future.**
 - ◆ **Example: Halton Hills is recognized as a major destination for cultural tourism.**
- **Mission: your organization's role in accomplishing the vision. An "ends" statement; not "means".**
 - ◆ **Example: The Blaat Festival is recognized as the premier festival celebrating blaating in central and southern Ontario.**



Next Steps

- **Meet in table groups to review 1 case study**
- **Fill out Logic Model Form (note what you needed to know, but didn't have information)**
- **Choose a reporter**
- **Report-back session (5-minutes max)**

