



artsVest™ National Year II Results Report

April 1, 2012 – September 30, 2013

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I. PROGRAM DESCRIPTION

Program Delivered By:

Founded in 1974, Business for the Arts aims to strengthen arts and culture in Canada by connecting arts organizations to business patrons, volunteers and ambassadors, and by providing resources for arts and business leaders to establish and build successful partnerships. For more information, visit www.businessforthearts.org.

Program Title:

artsVest™ National

Program Start and End Date:

April 1, 2012 – September 30, 2013

Program Summary:

artsVest is a matching incentive and sponsorship training program of Business for the Arts, supported by the Canada Cultural Investment Fund of Canadian Heritage, provincial and city partners, including in-kind support from partner arts councils and cultural organizations in each province and city. The objectives of the program are to stimulate business investment in the arts through matching incentives, provide training on how to approach the business sector with a sponsorship proposal, and facilitate relationships between the public, private and culture sector to help develop cultural assets at a local level. The program is made up of three components:

Sponsorship Training: Many small to mid-sized arts and culture organizations lack the experience and the confidence to approach businesses as major funding partners in their creative efforts. As a result, they are unable to effectively develop this important revenue stream. artsVest provides the motivation and coaching to learn more about the art of sponsorship and gain more confidence in approaching the business sector. In-depth training workshops provided by the artsVest sponsorship coach and networking events in the community help to educate and connect arts leaders with potential business partners. artsVest not only offers in-depth training workshops but also year-round support to build capacity within the local cultural sector. By coaching arts organizations on the art of sponsorship, from developing a strategy to creating a sponsorship proposal, artsVest arms them with the ability to approach the business community and successfully generate new and diverse revenue streams.

Matching Incentive Funds: Cultural organizations within selected communities are invited to apply for a matching grant to be used as an incentive to spark business sponsorship of one of their projects or programs, offering the local private sector the potential to double the impact of their investment. Organizations must then successfully secure business sponsorship within six months and submit a sponsorship confirmation with their new business partner.

Community Building Events: artsVest is an excellent tool to engage municipal and community leaders from all sectors around a common goal to foster culture in their communities. When artsVest launches in each community, community building and networking events are held, uniting the leaders from the public, private and cultural sector to rally behind arts and culture as an important part of the community. The events serve as a networking opportunity and a forum to discuss how the local business and cultural sectors can come together, and includes business sector roundtables and business guest panels. artsVest brings the business sector and municipal leadership into the fold together with the cultural leadership to create sustainable funding relationships for the arts and realize municipal culture plans.

With funding from Canadian Heritage and our provincial and municipal partners, the artsVest program expanded nationally in 2011. Business for the Arts (BftA) took artsVest to the Province of Ontario and the Province of Saskatchewan and three cities: the City of Vancouver, City of Winnipeg and the City of Calgary.

For the artsVest national expansion, matching partners were the Ontario Ministry of Tourism and Culture, Ontario Trillium Foundation, B.C. Government, Vancity, Winnipeg Foundation, Winnipeg Arts Council, Government of Saskatchewan, SaskCulture, City of Calgary and Calgary Arts Development Authority.

Five municipalities in Ontario, two cities and seven districts in Saskatchewan, City of Vancouver, City of Winnipeg and City of Calgary, were identified as National artsVest 2012-13 communities:

- ▲ City of Calgary
- ▲ City of Vancouver
- ▲ City of Winnipeg
- ▲ City of Elliot Lake (ON)
- ▲ City of Ottawa (ON)
- ▲ City of Midland (ON)
- ▲ City of North Bay (ON)
- ▲ City of Windsor (ON)
- ▲ City of Regina (SK)
- ▲ City of Saskatoon (SK)
- ▲ Lakeland District (SK)
- ▲ Southeast District (SK)
- ▲ Southwest District (SK)
- ▲ Parkland Valley District (SK)
- ▲ Prairie Central District (SK)
- ▲ Northern District (SK)
- ▲ Rivers West District (SK)

artsVest 2012-2013 Timeline of Activities

<p>Year II (2012-2013) artsVest communities announced. Planning begins with local representatives for Launches and Workshops in selected community.</p>	<p>2012 – 2013 artsVest Communities: Calgary Winnipeg Saskatchewan Ontario Vancouver</p>
<p>artsVest program launches held in each community with the Mayor, Chamber of Commerce President, Arts Council representatives, cultural and business leaders and local media in attendance</p> <p>Two workshops, both aimed at local cultural organizations, followed the Launch events in each community. The first was a Program Info Session that explained how the artsVest program works and how to apply and was delivered by a Business for the Arts Program Manager. This was followed by a Sponsorship Training Workshop on how to approach potential business partners. Sponsorship Coaches worked closely with Business for the Arts and each community to develop a Sponsorship Training Workshop and Business Panels tailored specifically for each community, adjusting the workshops to the skill level of the participants.</p> <p>A survey about the workshops was given to each participant to</p>	<p>Launches and Workshops:</p> <p>Ontario – April – May 2012 Saskatchewan – May – June 2012 City of Vancouver – May 2012</p> <p>City of Winnipeg – May 2012 City of Calgary – March 2012</p> <p><i>Note: No formal launches in Calgary, Winnipeg and Saskatchewan, carry over communities from previous year</i></p>

<p>provide feedback to BftA staff and the sponsorship coach. Feedback was very positive.</p>	
<p>Cultural organizations in every community submitted Pre-Approval forms to reserve between \$10,000 - \$15,000 from artsVest matching funds. Funds were allocated based on a jury process. Organizations had up to six months to secure sponsorship for matching funds.</p> <p>Each community had its own jury, made up of individuals from the arts community, individuals who work, or have worked, in fund development, preferably in the arts and individuals who work in community investment from the private sector.</p> <p>Criteria for jury selection: BftA selected a range of peer and community assessors that best matched the required skills from applicants. BftA strives to maximize the number of qualified people who serve on assessment committees and ensure that the committees represent a wide diversity of specializations, artistic practices, cultural backgrounds and perspectives. Other key considerations are breadth of vision, open-mindedness and generosity of spirit, the ability to work collaboratively and the willingness to express opinions while respecting and listening to the opinions of others.</p>	<p>Pre-Approval Dates per Community:</p> <p>Saskatchewan – August 17, 2012 City of Vancouver – March 31, 2012 City of Winnipeg – June 29, 2012 City of Calgary – April 30, 2012 Ontario Communities: City of Elliot Lake – June 1, 2012 City of Ottawa – June 22, 2012 City of Midland – May 21, 2012 City of North Bay – June 8, 2012 City of Windsor – May 28, 2012</p>
<p>Wrap Celebrations</p>	<p>City of Vancouver – June 17, 2013 City of Winnipeg – June 20, 2013 City of Calgary – June 19, 2013 Ontario Communities: City of Elliot Lake – May 23, 2013 City of Ottawa – May 14, 2013 City of Midland – May 21, 2013 City of North Bay – May 22, 2013 City of Windsor – May 16, 2013 Saskatchewan Communities: City of Regina – June 9, 2013 City of Saskatoon – June 7, 2013 Districts – artsVest organizations from districts had a choice to attend either Regina or Saskatoon wrap events.</p>

II. PROGRAM RESULTS

BftA measures artsVest's performance with the program's main goals in mind:

- To spark alliances between the arts, business and municipal sectors and strengthen municipal cultural plans
- To stimulate private sector investment in arts and culture
- To build capacity within the cultural sector to be self reliant and competitive in generating long-term funding partnerships with the business sector.

Quantitative Data Collection

artsVest quantitative performance measures:

- Number of municipalities participating in the artsVest program and strengthening their municipal cultural Plans (applicable to artsVest Ontario only)
- Number of cross-sectoral partnerships formed between the arts and culture and business sectors in each community
- Amount of sponsorship generated in each community in relation to the matching funds distributed
- Number of long-term cross-sectoral partnerships formed that enhance the sustainability of communities
- Research and analysis undertaken by the artsVest sponsorship coach prior to the program launching
- Information provided in the application process
- Information and feedback provided in the sponsorship confirmation forms submitted by each participating arts organization
- Attendance and feedback at artsVest events
- Coverage of events in local media
- Surveys and interviews

Quantitative Results

- 15 communities participated in the artsVest National 2012 program
- 14 business leader panel discussions occurred
- 320 attendees representing business, public and arts leadership attended the launch events, with attendance and speeches from the Mayors and Chambers of Commerce
- 487 arts organization representatives received sponsorship training workshops
- 186 arts organizations were pre-approved for matching funds
- 160 arts organizations secured artsVest matching funds
- 608 partnerships were formed between arts organizations and businesses (366 of these businesses had never before sponsored the arts). Among 608 partnerships, 324 were long-term
- \$1,240,209 in matching funds were distributed
- \$2,621,767 in business sponsorship was generated in 15 communities

Qualitative Data Collection

artsVest qualitative performance measures:

1. Surveys & Research

Pre-Launch

Research and development was undertaken to understand the local social, economic and cultural characteristics of the community in order to gear the program toward these unique challenges, as well as create a platform on which to gauge the impact of the program.

Launch & Workshops

artsVest Post-Workshop Surveys were conducted for all of the participants of the sponsorship training and program workshops, measuring the success of the workshops in arming arts organizations with the proper skills.

Post-Project Final Reports

All artsVest participants submitted post-project Final Reports.

2. Interviews

With Arts Organizations & Business Partners

artsVest sponsorship coaches and program managers conducted interviews with local businesses prior to artsVest launches. Also, artsVest program managers remained in regular contact with the participating arts and culture organizations and their partners to gauge the impact and success of the program. In addition, artsVest program managers conducted a series of interviews with artsVest participants during debrief sessions and

wrap celebrations.

The CBC, Business for the Arts' major media partner, interviewed several artsVest arts and culture organizations and their business partners to inquire about the success of the partnerships, how they have succeeded in fulfilling goals on both sides of the partnership, and the possibility for long-term partnerships.

3. Debriefs & Wrap Events

Wrap celebrations were conducted between April and June in all artsVest Year II communities which celebrated both the cultural organizations and their business partners, with municipal leadership in attendance. The event also served as a networking opportunity, with emphasis on stewardship and extending the business partnerships for years to come. In each community, innovative partnerships were highlighted, with questions asked of both the arts organizations and business partners.

4. Communications Platform

artsVest results, partnerships and success stories are shared through BftA's communications platforms, website and social media, our annual report, newsletters and publications, and through our national media partnerships with The Globe and Mail and CBC.

5. Partnerships

An important measure of artsVest's indirect impact is its ability to form partnerships with public leaders and municipal cultural planning processes, local media, and the Chamber of Commerce and BIA in each community. These partnerships are first facilitated when research and development is undertaken prior to the launch of the program, and are continually solidified throughout the year.

Qualitative Results

- New strategic partnerships established between the public, private and cultural sectors created a greater network of support for arts and culture and cultural economic development.
- Greater emphasis and activation of municipal cultural plans and engagement of municipal leadership in terms of arts and culture, often with many strategic components of municipal cultural plans realized during the artsVest program.
- Increased capacity and confidence in the cultural sector to approach the business community, as cultural organizations developed a better understanding of their value to the business community.
- Increased sustainability and self-reliance in the cultural sector, as arts organizations learn to generate new and diverse revenue streams, collaborate with the business community, adopt new operating and marketing models.
- Arts organizations strengthen stewardship strategies, meaning businesses come to understand the impact of their investment and are more likely to sign on long-term.
- Greater awareness in the business community of the benefits of investing in arts and culture and the importance of a thriving arts community (artsVest has been seen by many communities as the injection of funds needed to bolster efforts to shift the mindset towards building a creative economy, naturally aligning the interests of the entire community, i.e. talent attraction and retention, increased foot traffic, downtown core revitalization, strategic marketing opportunities).
- Increase in vibrancy and health of community due to new dollars and partnerships infusing a revitalized sense of energy into the local cultural landscape.

artsVest Ontario Post-Workshop Feedback:

“Getting a better understanding of how to effectively engage with sponsors and donors by approaching them with a clear primary understanding of the benefits they will directly derive from supporting our organization's cause was very beneficial.”

“Knowing that companies may be interested in associating their name to an arts' sponsorship partnerships, and approaching them from a win-win perspective is very encouraging.”

“The notion that this should be a partnership with benefits to both sides of the bargain, to the point of referring to sponsorship as a partnership not sponsorship”

“I am familiar with the proposal writing process, but a step by step review and refresher was most helpful. Also, the creative suggestion of how to create added value and customize it to the sponsor was superb, such as the opportunity for sponsor employees to be "extras" and the opening night reception for the whole audience.”

“The tactics discussion gave me some great ideas. Before the workshop, I disliked the idea of corporate sponsorships; now I see they can be a cool and collaborative working relationship.”

“Increased my confidence, but certainly cannot improve existing challenges facing arts and cultural organizations, all competing in a very tight market for similar prospects. Essentially, it's really about relationship building, and this isn't necessarily something that can be taught.”

“Knowing that the artsVest program is behind us to help pursue a business sponsorship is very encouraging.”

“...increased my confidence because I have a new understanding of what sponsors would respond to and why”

“My confidence is much increased and I felt that my approaches and instincts were validated by the expertise of the presenter and the research which supported the information.”

“The matching fund model is a great closing tool for sponsor companies who are on the fence.”

“Increase, because I had no confidence before! It also gave me ideas to apply the same concepts when working with publicists, journalists, and even consumers.”

“Without the training program, we were at a bit of loss as to where to start planning our strategy for contacting possible sponsors.”

“Great job, fabulous concept - those who work get funded those that don't what a concept actually working and competing for the prize”

“The information that was presented was excellent, the presentation style was so appropriate and adaptable to both the professional and novice. The calibre of the presentation reflects the significant opportunity that Windsor has been given, to nurture potentially long-term partnerships between our local business community with the solid artistic and cultural community. It is an exciting time for Windsor. Thank you for this innovative program.”

“The sponsorship training workshop for artsVest really shows how committed Business for the Arts is to making this program work in our municipalities. Thank you for bringing this amazing program to Windsor!”

“This workshop encouraged me to work with my planning committee on more business proposals. I realize now that we don't focus enough on "rewarding" our business sponsors.”

artsVest Saskatchewan Post-Workshop Feedback:

“The most valuable aspects of the workshop were the approach to sponsors, and how we can give back to them through numerous advertising ideas. I also found the panel enlightening as these people deal with people like us on a daily basis. Very enjoyable overall.”

“I attended this workshop having never heard of Business for the Arts or artsVest. It was an eye opening experience that Arts and Culture were receiving this level of support. It has encouraged me and my organization to take our product in search of new levels of support in our community.”

“The workshop clarified the difference between donation and sponsorship. Previously, I thought the two (were) the same. I now have a much better understanding that in pursuing a corporation for sponsorship they will be expecting something in return and I better know what I can do for them before I approach them. They are not just going to give me money for my project out of the kindness of their heart.”

“Being made aware that we need to get away from begging for donations and having the confidence to realize our group has a marketable presence and that we could approach business for value-added sponsorship”

“I appreciated the shift from straight asking for support to building a relationship that has the potential to be a win-win situation.”

“Donor vs sponsor...how to sell ourselves as an asset rather than just asking for funding”

“As our organization is new to approaching sponsors, every part of the workshop was valuable to us. So I can't say there was anything that was 'least valuable'”

“The workshop definitely increased our confidence - it gave us a different outlook on the approach, and how to go about partnering with a sponsor.”

“I feel we can better approach potential sponsors because I will listen to their points of view and learn how that will help me gain their support.”

“We have since had our summer carnival completely sponsored by local businesses. A \$3,500.00 savings to us!”

“The seminar was very well run and the information provided was extremely valuable. Although we have a fairly successful sponsorship program, I had no idea how much we have been missing. I know that this will give me confidence to explore new sponsorship opportunities and provide the proper stewardship of those sponsors we already have a partnership with.”

“This workshop was invaluable in providing knowledge of how arts and cultural organizations can partner with private business ventures. Particularly now, when public granting and funding agencies find their own budgets stretched, and are forced to try to do more with less, it is extremely important to learn how to develop, curate, and maintain different funding streams.”

artsVest Calgary Post-Workshop Feedback:

“artsVest has encouraged our company to pursue sponsorship opportunities for the first time in our 7 year history. The workshops and support materials have been invaluable in cultivating confidence and initiative around approaching potential sponsors. I cannot speak highly enough about this program. As a small organization with only 2 full time staff- both of whom are engaged in fundraising, it would be great to have a webinar version of this course so that if attendance at the in person event is limited to one person, other members of your organization could take the webinar course.”

“These workshop series are an essential tool for arts organizations who seek business sponsorships. Highly informative, they also act as a catalyst for collaboration and co-operation within the arts community. Bravo!”

“This was an outstanding program. We really appreciated Marion Ruston's abilities as a facilitator as well as her extremely valuable insights and encouragement.”

“The program provided a great set of tools and strategies and made the task of soliciting sponsors way less daunting.”

“This workshop was a positive experience for me because I learned a lot, including practical skills that I can use in applying and pursuing sponsorship opportunities. I am glad I was able to participate. “

“The fear of rejection prevents many organizations from pursuing sponsorships, donations and benefactors. After taking this workshop, I feel confident that if the fit is not right, then don't take it personally and move on to a fit that works.”

“Thank you! The material covered in this workshop will certainly come into play as we develop our sponsorship proposals. The instructor, with first-hand experience in various aspects of the sponsorship equation, was able to allow us to see the task ahead from multiple perspectives. The clarity and guidance that Emiko provided was very much appreciated.”

“The most valuable aspect of the workshop was learning how to make contact with prospective sponsors. Because it's scary if you've never done it before!”

“Seeing examples of proposals- helpful when you have never encountered this type of material before to begin to conceive what your own may look like. Hearing about other organization's efforts/challenges- felt less alone in this area that is exciting but scary. Having a very clear process laid out in terms of the artsVest timeline - having a deadline is extremely helpful for motivation and organization.”

“Information on how to maintain and nurture sponsorship relations. Thinking outside of the box to create a working "inventory" to present to potential sponsors. Having business people bring their specific perspective to the afternoon session.”

“The workshops were excellent in providing a real "how-to" approach to sponsorship as well as dispelling myths and removing the fear of the ask by providing concrete examples of what works and what doesn't from both sides of the table.”

“Having someone with so much knowledge be the presenter was the most valuable. The things she said were all very wise and clear.”

“Cowntown Opera Company has been in operation for only two years. The information presented at the workshop will be invaluable to us as we learn how to go after sponsorship and then nurture our relationships once we have secured them.”

“Awareness of how a business perceives the usefulness of a sponsorship; ways to approach a business for a sponsorship. We are working towards sustainability and a broader community awareness and support for what we do. We now have further tools to do that.”

“Working with Marion because she has well rounded experience from many sides of the equation. -The real life examples shared by Marion, workshop participants and guest speakers because there is no formula that works for every situation and it helps to have knowledge of how things have worked in the real world”

“the workshop increased my confidence definitely. It gave me some "business" vocabulary and enough info to take the first steps in this process.”

“We definitely feel more confident as we now have more specific tools to use to research businesses and are better equipped to make the contacts to secure those first meetings. It was overall a very insightful and motivational workshop.”

“Increased my confidence. I feel I have a great set of tools and strategies to use when pursuing sponsors.”

“Increased my confidence because now I have more effective methods to pursue a potential sponsor. I gained new tools.”

“The workshop definitely increased my confidence in pursuing a business sponsorship. It took the fear away of rejection and taught me that if the fit is not right, then move on to the next opportunity.“

“Increased. Having further knowledge, looking for fit instead of \$ on the first by-pass; seeing ourselves as an asset to a business. Wow! Those reduce the anxiety. Loved the improv exercise as well.”

artsVest Vancouver Post-Workshop Feedback

“The material was presented in a very clear and simple to understand format. It clarified how best to approach sponsorship and to find partnerships within the business community. Particularly appreciated the presentation as it identified the need for research and understanding of the businesses you were approaching and how best to approach them in a clear and respectful manner.”

“The most valuable aspect of the workshop was outlining the practical step-by-step process involved in seeking sponsorship - Helpful tips on the application - The 'paradigm shift', i.e. highlighting the advantages of large, for-profit companies aligning with small arts companies”

“I think the artsVest program has been brilliantly conceived in that it focuses on developing new partnerships/relationships by way of a one time incentive that has the potential to create a win-win for both the sponsor and the arts organization. Well done!”

“It was very valuable to look at the entire process of sponsorship from research through stewardship through final report, and as well to consider specifying and quantifying the benefits to the sponsor.”

“Kudos and thank you so very much for providing this much needed opportunity to Vancouver, helping to inspire more companies to support sponsorship in the arts as we have much to offer businesses.”

“Being able to "offer" matching funds makes the approach more comfortable - Having an organization behind this that's dedicated to connecting business to the arts adds credibility to the process.”

“Professionalism of the two staff, the instructor and the provided materials was excellent. The learning from all of them was invaluable. The real world insights for what sponsors want and expect from non-profits that they would sponsor were very helpful.”

“The workshop increased my confidence level in approaching corporate sponsors, as it reinforced the approach is all about the sponsor and what the arts organization can do for the sponsor. In my enthusiasm for the work of the festival I always talk too much about the festival and I need to listen more to learn more about the sponsor.”

“Some wonderful new insights on pursuing corporate sponsors, and the validation of hearing the information from a well-researched source (as opposed to doing things because we think they'll work - I now have a better idea of what I'm already doing that's good and what I should change.)”

“Absolutely. I am not a trained fundraiser, but I know our product and our audience. Finding companies that want to reach them doesn't seem like such a stretch. Having the matching funding is going to make it even easier to start the conversations.

“Increased our confidence in pursuing sponsorship and aided us in understanding that we do have and/or can develop benefits that will be of benefit to the business sector.”

“It is wonderful that artsVest has come to Vancouver. Our community needs to grow more knowledgeable about sponsorship negotiation, so that we can learn to appropriately value our properties and steward relationships well.”

“I enjoyed the positive and enthusiastic speakers. Before attending this session I was not very positive about seeking business sponsorships. I now feel this is a possibility well worth pursuing. The program was well explained and the speakers answered any questions well.”

“I've been waiting for this program to come to Vancouver! Thank you for the opportunity of the matching funds, for the practical support, and for actively recognizing the inter-connectivity of business and the arts.”

“The professionalism of the presentation was exceptional. As a result the learning was significant and immediately useful. The management team were well versed in the objectives and the process. The instructor was extremely engaging and never missed a beat. Use of real world data, especially from sponsorship experience with actual business partnerships instilled confidence. All audience questions were answered completely.”

Post-Program Final Report Survey Summary:

Unprecedented 100% response rate was achieved for the Final Report surveys.

100% of Final Report survey respondents felt that of the total of business sponsorships secured in 2012-13 were initiated with the help of the artsVest program.

94% plan to continue the partnership(s) they established with businesses in 2013 and beyond.

61% of artsVest organizations offered volunteering or other opportunities to the employees of their business partners.

78% of the participants indicated that the sponsorship workshops were important to their success in securing sponsorships and helped them build a sponsorship proposal that generated sponsors.

80% agreed that the workshops helped build their confidence in approaching potential businesses, identify synergies with businesses that became sponsors and hone their overall fundraising strategy.

93% of the participants agreed that the matching funds helped them secure business sponsorships and gave them a reason to approach potential businesses.

When asked to weigh challenges or barriers in attempting to secure business sponsorships, lack of staff has been listed as the biggest challenge in attempting to secure business sponsorship, followed by lack of

resources and limited access to the business community.

Testimonials from artsVest Final Reports per community:

artsVest Ontario:

“the artsVest program has had a fabulous impact in Ottawa - reminding them that the Arts, Culture and Heritage is a viable investment.”

“The ability to offer a sponsor 'double the bang for the buck' is rare! Thank you artsVest!”

“I was very impressed by the support and constant updates from Claire. She was not only a great guide, but offered help as needed and always gave suggestions on who could help us be successful in seeking our sponsor. Kudos to her and to ARTSVEST!”

“The information made available by BftA, both in the workshops and online, encouraged us to ask questions which built our knowledge base and gave us the confidence to develop dynamic, local corporate partnerships.”

“We are very grateful for this program as funding is getting harder and there is more competition. This motivated us to look outside the box and approach more businesses. Also, the businesses liked the thought of being involved in such a great program which matches funds. It gave them the sense they would be contributing twice as much!”

“This program has provided us a terrific boost! The "matching funds" concept helps fundraisers who are ordinarily uncomfortable with this aspect as it provides a comfortable door opener. In addition, the ability to present a "limited time only" presentation to our partners helped us close easier.”

“We appreciate the assistance of an external agency to unite the community by demonstrating that arts and cultural activities have tremendous social, educational, and economic impact on the community, and thus prove to be wise investments by the business community.”

“The artsVest program helped focus our fundraising efforts in a much more strategic way. It provided direction in the preparation of presentation materials, meaningful ways to approach potential sponsors and the matching dollars provided a good incentive for sponsors to commit.”

“artsVest played a vital role in our group reaching beyond our traditional contacts to build new relationships within our local business community.”

“Many thanks to artsVest and Business for the Arts and your funders. We were able to secure a new multi-year sponsorship that will be matched this year - all funds that are very much needed by the Festival. We truly appreciate the work you do in educating the business community on the importance of funding the arts, the impact that can have on their business and on the communities in which they operate.”

“artsVest was above all else an excellent motivator by giving us tools and techniques to use our time effectively to raise funds by building professional relationships.”

“artsVest gave our theatre group a strong kick in the butt to sit down and clearly define who we are, what we do, why we do it, and what impact it has. This knowledge not only helped us get buy-in from sponsors, but also gave us a new clarity about our own future and its possibilities and opportunities.”

“Using other arts organizations sponsors was a great motivator. The promotion and recognition goes directly

to their target demographic - because it is ours too.”

“The artsVest program gave our organization a focus for formulating our fundraising campaign. It gave us the tools and techniques required to do effective presentations to potential sponsors and was a confidence booster for our fundraising team.”

“Building capacity in the arts is critical to a city like Windsor, particularly in how it moves forward into the 21st century. artsVest helped the Windsor International Film Festival to foster new relationships with the Windsor/Essex business community, and to realize the important role it can play in promoting the the city’s cultural and economic well-being.”

When asked what advice would you give arts organizations seeking sponsorship for the first time, or looking to increase their sponsorship efforts, this is what participating arts organizations had to say:

“Ensure there is a low-barrier-of-entry sponsorship level, in the tens to hundreds of dollars, making it very easy for a great number of small businesses and self-employed individuals to sponsor the festival as 'Community Partners', with incentives like tickets and VIP treatment to help build a broader community support. Greater marketing returns and visibility would go to bigger sponsors - but building the relationships, getting those business owners out to see your event, I think would provide the groundwork for those organizations to become bigger sponsors in future years.”

“Go for it, but do know that it requires a lot of work and planning, that it's not that easy but that it's worth the effort. I would also tell them to make sure they attend the artsVest seminar to learn how to go about it and to know that it is based on business needs before your own.”

“Have a clear idea of the benefits that you can offer your sponsors - keeping each sponsorship customized and its value consistent.”

“Don't give up! It is a very tough environment out there and arts organizations are constantly having to promote their product to the business community. This, however, is only a first-step challenge. Once relationships are made, there are businesses out there that see the value in culture and in the benefits of mutually supporting each other.”

“Establish and nurture personal connections. The majority of fundraising is through relationship building.”

“Be ready, willing, and able to change focus and direction when facing resistance. If sourcing one \$5,000 sponsor becomes problematic, pitch five \$1,000 sponsorships - it may ultimately be less time-consuming and a better utilization of resources, plus add to the possibility of developing relationships with a greater number of businesses for the long-term.”

“Don’t be afraid, jump in and try. Follow the suggestions given by BFTA.”

“We would offer the following: - creating partnerships does not happen over night and needs to be fostered over time -presenting clear incentives - can never say thank you enough!”

“artsVest support gave us confidence and made it easier for us to approach new/ potential business partners. It is a tool every arts-related organization should use. In addition, each cultural organization needs to accept and understand how its activities can help link the business objectives of potential private sector sponsors to its audience.”

“Make sure they have a Plan B! Unfortunately, a key sponsor we had been expecting to come to the table with over \$10,000 in sponsorship funds fell through in mid-February. We had a number of companies that came forward to assist us though. It is very important to be involved and active in your community, so that

you can have a full network of supportive companies that can be leveraged.”

“Be confident and excited about what you are doing! Don't think of it as asking for money; think of this as a partnership for a value exchange. It's much easier to approach someone thinking of how you can partner together versus please give us "x" amount of dollars.”

“I would advise arts organizations seeking sponsorship for the first time to approach businesses within the community they already have some existing relationship with, and discuss with them the benefits of further enhancing this relationship through various sponsorship opportunities. Of course it's important for the arts organization to first have a clear understanding about who their sponsorship partner really 'is', before making an 'ask'!”

“Ensure that you've constructed a timeline for all of your potential sponsors, to ensure you're following up or circling back in a timely manner. They won't take the initiative to contact you, regardless if they're getting on board or not.”

“Learn the good strategies in the training session and employ them throughout your campaign.”

“These are difficult times for the arts. When raising sponsorship monies, it is important to talk about public engagement in the arts, but also about how the arts promote and sustain economic and cultural well-being. Culture and economy are not mutually exclusive ... the two go hand-in-hand. A city's cultural and creative underpinnings are part and parcel of its economic development.”

“Be fearless! The worst that can happen is they will say no. You will learn something from each experience.”

What was the most important thing that you learned from participating in the artsVest program?

“Building strong win-win partnerships with ROI for the business partner and packaging sponsorship of the arts as a valuable tool for our partners' business promotion was the most important training insight.”

“The most important thing Cbach has learned is that the majority of businesses do want to support the arts and culture sector in their community. It is VERY important to reach out beyond your comfort zone and ask businesses that are not connected to arts and culture to get involved. It seems like a huge problem in our community that the same people/businesses are always asked for funds or support and that is exhausting the market. By reaching out not only does it open new doors for future sponsors but a possible new audience that will experience what the community has to offer in way of the arts.”

“The artsVest programme was a valuable tool in helping the OBC to consider sponsors it had never approached before and to help in furthering current relationships with sponsors of the choir.”

“Our team learned how to look way outside the box and approach businesses we may not have prior to this program. It really motivated us to get out and meet new potential sponsors!”

“The most important thing that we learned was that our partnerships and relationships need to be fostered through ongoing communication and sharing of information.”

“It helped us in thinking more strategically about identifying and approaching new/potential business partners who might be interested in and/or willing to be associated with us.”

“Strategic planning and thinking is critical to understanding that an arts entity needs to offer a good business proposal to secure sponsors. Business must see the value proposition in participating in an arts venture.”

“Perhaps the need to be prepared to have a plan B was our most significant lesson learned. We had been

nurturing a strong relationship with a particular large sponsor for 3 months, only to have it crumble at the 11th hour.”

“Just ask. If a business says no, it seems that it is not because they are not interested, it is either bad timing or they have other charities they support. Either way it was a great way to get out there and talk with the local community and put us on their radar for the future. It may not be specifically to sponsor us but it could be a group tour, venue rental, etc.”

“The most important thing IFCO learned from participating in artsVest, was to remain resolute in the face of unexpected challenges. The Co-operative remained committed to seeing their activity through to the end, regardless of the various obstacles it encountered along the way.”

“It's important to be ready at all times, have your paperwork ready (financials, case for support, stories, etc.) because you never know when an opportunity is going to come up. You don't want to miss a chance at much-needed funding because you don't have a budget or financial statement, etc. Like the Scout motto says - be prepared.”

“That arts and culture organizations truly benefit from having a strong identity (Mission and Value Statement, Goals and Aspirations) in place. While the work we do may seem unconnected to the 'business world', the same tools they use are incredibly useful. A strong sense of self (of the company) makes it not only easier to attract a potential sponsor/investor, but also gives you a clear sense of your own larger purpose in the community.”

“That business and arts organizations have a mutual interest in promoting a vibrant and healthy downtown Windsor, and that a city's cultural and creative underpinnings are part and parcel of its economic development; the workshop and printed resource material.”

artsVest Saskatchewan:

“The program helps cultural organizations take a fresh look at how to seek relationships with businesses in their community. That new perspective assists them in gaining a better understanding of how to nurture the relationships so that both partners benefit.”

“artsVest helped us get commitments from several sponsors for three-year terms which will free up fundraising resources to search out new sponsors in the future.”

“The shared value aspect of seeking sponsorships. I think the workshop provided for me a better understanding of HOW to approach businesses without feeling like a charity case. Also, I learned that the "What's in it for me" question is not so unpleasant to deal with if one has done the research and homework on the business one intends to approach.”

“The importance of working together with our partners.”

“My advice would be to just go out and ask businesses for support. If you don't ask, you will never know.”

“This was a reinforcement of lessons previously learned about the length of time it takes to court and secure a sponsor - usually at least two years. The partnership gels when you offer a sponsorship product which matches the needs of the business.”

“The most important thing we discovered is that it is important to research the companies you are approaching and identify synergies, then show how the sponsorship can be used to benefit the sponsor.”

“The importance in meeting with sponsors to get a better understanding of who their organization is, who our organization is and who we can be together.”

“How to look at developing a long term relationship rather than a one-time donation.”

“How to identify common target markets and refine our fundraising/marketing message to that end.”

“Identifying synergies between partners is key and regular follow-ups with potential sponsors payoff”

“Not to underestimate the willingness of business sponsors to commit above and beyond their usual donations for sponsorships. For example, one business partner regularly gave \$1000 annually as a donation, however they agreed without hesitation to a 3 year sponsorship partnership at \$3500.00 per year.”

“Never assume that certain businesses won't be receptive. We learned that some businesses are just waiting to be asked. Also, one sponsor we secured said he only sponsored us because we had telephoned as a follow-up to our proposal letter, to set up an appointment. He told me he receives so many requests, but very few organizations take the time to follow up in person and have a chat about what we had mailed them. This sponsor actually committed, over the telephone, to sponsoring our organization.”

“I learned how important it is to build partnerships within our community in hopes that it will develop into a long relationship.”

“An incentive program made already committed sponsors even more committed and it certainly helped the sponsors who were perhaps considering a sponsorship make up their mind to do it.”

“New ways to approach sponsors. That it's about how you work together, what the arts organization can do for them as much as what they can do for the arts organization. Also, looking for synergies with businesses inspired creative ideas of who to approach that might not have been thought of otherwise.”

artsVest Vancouver:

“That having a well articulated sponsorship proposal template 'on the shelf' allows us to be more agile and responsive to opportunities as we identify them. It feels good that we are ready to ask 'anyone' that has a good fit with Elektra. So we are ready when we find doors to open.”

“We were reminded to always look for the win/win in any partnership that is created and ensure there is real value for both partners and the importance of a Letter of Agreement with the sponsorship partner.”

“I knew this before being involved with artsVest, but the experience with artsVest drove it home even further and made me realize it is the most important element of sponsorship work -- and that is to always look at every interaction from the sponsor's perspective. From the proposal, to each conversation, to the planning process, to the final report, it is critical to put yourself in their shoes”

“The most important thing was how to craft an effective sponsorship package for approaching potentially interested businesses.”

“The Festival had a superlative year and is so very grateful to be a part of this artsVest Vancouver matching incentive program. The support of artsVest and other Festival sponsors helped the Festival produce exciting new programming that has received much recognition from our local community and abroad, including BBC World Travel, who ranked the Vancouver Cherry Blossom Festival as “one of the world's best cherry blossom festivals” (March 21, 2013), recognition that was not bestowed to other, more established cherry blossom festivals in the world. Other quality media coverage of 2013 include a two page colour spread in

SNAP Downtown's "Focus on Community" section and the festival being quoted in the Westender (April 4-10) as "a bouquet of cultures" that brings Vancouver a "hearty dose of multiculturalism."

"Having matching funds from artsVest increased the success of fundraising strategies. We are looking to use a similar incentive with our private donor campaign."

"artsVest served as a catalyst for us to go after business sponsorships and to now try and persuade other organizations and businesses to provide matching funds to aid with future sponsorship and fundraising initiatives."

"Great program! Provides organizations with an incredible opportunity to re-connect with existing sponsors and develop new partnerships. A win-win in my opinion."

"Business for the Arts has provided to Le Centre culturel francophone de Vancouver the tools and the opportunity to secure a new partnership with one of Canada's major financial institutions. We are confident that this relationship will continue to grow in the future. We thank artsVest/Business for the Arts in helping us to learn how to better plant the seed to create new partnerships with arts and culture organizations, and private sector corporations."

"This is an excellent program, providing both financial and educational (skill-building) incentive for smaller arts organizations to begin reaching further into the private sector for support, which is critical for sustainability as public funding remains unstable. I just wish it could last for longer than one year..."

"We were so thrilled to be a part of this program and we've benefited not only this year but for years to come."

"The value of the matching program cannot be underestimated. Bravo. That aside, the presentations were excellent. I would hope these could be more widely and regularly available - not necessarily associated with the matching component."

"Thank you for offering this program to the Vancouver Arts community. It has been a worthwhile challenge, and has effectively brought the topic and potential of sponsorship to the forefront of many arts organizations' efforts to raise community support for their work."

"Participating in artsVest really helped educate our staff and board to find new business sponsors who will hopefully become long-term partners of our company. Thank you so much for all of your help in reassuring us that anything is possible so long as we put the effort in."

artsVest Calgary:

"I would like to thank Business for the Arts for this program. In two years we have managed to secure just under 100,000 in sponsorships. This is from a company that had almost no sponsorships in the past at all. artsVest has made a huge impact on the financial sustainability of our organization and on the professional development of our staff. "

"All partnerships received by Ghost River were from small, local Calgary businesses who have not, prior to this involvement, made much investment in the arts sector. But those organizations were relatively young successful companies with a strong desire to engage with and to invest in the community where they make their living. We strongly felt that the incentive presented (to double their sponsorships) was a key factor in establishing these relationships. And we have hope that these relationships will continue. We continue (with a limited staff) the stewardship of these relationships and will continue into the future."

“Our involvement in the artsVest project has encouraged us to explore creative methods of securing sponsorship. We are now constantly looking for innovative ways of engaging our sponsors in continuous working relationships that help maintain the partnerships. Although, we did not secure sponsorship with 100% legit clothing store last year, but our proposal to launch the 2012 festival lineup featuring Hip Hop artists in their store this year, has secured their interest and eventual sponsorship of our organization in the future. Universal Video Production, who came on board last year, are very satisfied with the collaboration effort that provided them with necessary production content for a Shaw Cable Television spot. This partnership arrangement could be a potential revenue generating avenue for both of us in developing marketable product in the nearest future. Our partnership initiative with AVC Communication, a multicultural marketing agency that represents various businesses who are eager to promote their products within the fast growing ethno-cultural groups in Canada, should help increase our sponsors lists. The best part of being involved in an artsVest project is the new language of "Investment in Arts" which allows us to be seen as a business with potential profitable returns for investors. We are now tapping into unrecognized rich and deep resources of arts in the area of effective communication to a broad segment of our community.”

“Participation in the artsVest program provided the necessary confidence that was needed to approach business sponsors and also provided knowledge of how sponsorship plans work. “

“The most important thing learned from participating in the artsVest program is how to attract businesses who might not think of sponsoring arts organizations like ours, by going beyond logo recognition and establishing a long term working relationship.”

“We were given a great set of tools and resources that demystified the process. The guest speakers that attended the workshops helped to solidify our thinking and practices in regards to seeking sponsorships.”

“We learned that (the arts community) have a leveraging value to bring to the business community. The best approach in securing a partnership is to identify the needs of the business, and to address how we can support them to meet their objectives. This process is relationship-focused - and that can make it really fun and interactive. Stay persistent. Do what you say you are going to do - then over deliver.”

“The most important thing I have learned about fundraising is that with confidence and clear communication it is possible to solicit funding from businesses. It's simply a matter of investing time and energy into the process and direct results can be attained. I now have the tools to make it happen. I am very grateful for the program.”

“I felt that the support team with artsVest was very nurturing and understanding of the insecurities that were felt by us all.”

“It was very valuable training for us. We will use all of this information in future years.”

“The best advice that was given was to look for a good fit. Also, do not be afraid of approaching businesses, do not take rejection personally and move on to the next potential client.”

“We learned to always try to put yourself in your sponsor's shoes to figure out how they can benefit the most from the relationship and what your organization has to offer them that others don't.”

“In our situation at Cowtown Opera, our Board consists of volunteers. We are here because we believe in our Mission Statement, receive no salary and do it for the love of our art. This program gave us the confidence to pursue sponsorship and the faith to carry on when times were tough and determination challenged.”

“artsVest is an empowering project that encourages arts organizations to be innovative in approaching potential sponsors.”

“The training element was fantastic.”

“We wouldn't and couldn't have taken this on without artsVest advice and grant money. The possibility of a matching grant was a greater carrot to us than it was to the businesses we approached.”

“The artsVest program has been transformative for us to identify the value that we, the arts community, bring to the business community. The program has a vast amount of potential for lasting societal impact. This kind of training is so necessary, and it would be great to see it grow and develop further. From one of our business sponsors: "This is a great opportunity for both of us. Thank you for being so diligent!"

“...The workshops were invaluable for giving me the confidence that businesses WANT to partner with the arts because they value us and what we can provide them. “

“It was an incredible year for Springboard Performance's sponsorship campaign. (over \$100,000 of support for a small company!) This was made possible in part by the knowledge gleaned from artsVest. The timing of selection for the program was perfect as it paved the way for building our capacity to best engage with sponsors. The results have been significant with a doubling of our ticketed audience base and the establishment of a vibrant community base in support of our distinct programming, encouraging a porous exchange between the artistic and corporate communities.”

artsVest Winnipeg:

“It was through the artsVest program's potential for matched funding that we were able to secure the four sponsorships. As the actual sponsorship of concerts will take place during the 2013-2014 season, we hope that their exposure to our actual concert presentations will help to develop a greater interest in their organization and staff for the chamber music art form we represent. “

“The program provided a very clear framework for how to approach businesses, I found this was the most valuable thing that I learned. In the past, we have sent well-designed packages with what they called "sponsorship menus," and while we did have some luck with this, the point we learned was that this gives businesses the option to pick an amount (and they sometimes will pick the lowest amount). By asking for a solid and realistic figure from a business, you are more likely to succeed with that amount.”

“Our relationship with the Forks North Portage was very innovative in that they were both a sponsor and a venue. Their support, especially with their dedication of numerous staff resources, allowed us to greatly increase our programming offerings. Our relationship with the Downtown Biz was also very valuable in that they provided the use of the Downtown Watch to help with security as well as a number of marketing opportunities. MTS's sponsorship of the POP UP FILM FESTIVAL was also unique in that they brought financial resources to the table as well as content in the form of indie films and shorts that they had produced.”

“One of the greatest experiences was that we realized that businesses and suppliers that we often work with are often quite receptive to the idea of a sponsorship, as they want to continue a professional relationship as well as showcase this business relationship to the public through a sponsorship. I found this information to be invaluable and this has led to better working relationships with some businesses. Two examples of these were asking our print & design supplier, Vantage, to give us a print sponsorship for our Documentary Film Festival. This was a great opportunity for them as well as it provided a lot of visibility to a different audience. The other was asking our tech support supplier, Realtime Networks, to provide a sponsorship to us when we had a server crash - they were very receptive and it gave them the opportunity to display their own support of dog fostering by using their sponsorship to place an ad for Hull's Haven Dog Rescue in our Cinematheque program guide.”

“The main impact was that the sponsorship provided us with greater resources to increase community access to our theatrical productions. For example, our most recent production of "Jail Baby" included businesses as community outreach sponsors, allowing us to provide tickets to disenfranchised members of the community who were empowered by seeing their stories told on stage. Our partnership with Native Communications Inc also resulted in an increase in diversity in our audiences.”

“Our sponsorships were all very successful. They were all relatively conventional (offering logo placement, free tickets for the sponsors and their employees), but everyone we worked with seemed to truly appreciate the value of sponsoring the arts by the end of the process, which felt like a big achievement.”

“Hub International Insurance sponsored an arts group for the first time. We gave them complimentary tickets, which they raffled to their employees. One of their management team won tickets, came to the concert, loved it and has attended every concert since. He is considering sitting on our Board of Directors.”

“In addition to a substantial cash sponsorship, our largest sponsorship has direct impact on our day-to-day tasks with our artistic clients/partners and on sponsors’ corporate goals. Allows us to improve our effectiveness and efficiency when serving our clients/partners and improve their effectiveness. It may help them lever their own sponsorships in the future. “

“Our sponsor was impressed and inspired by the fact that his funds would be matched by artsVest. “

“The newest sponsor, Tire Stewardship, which was initiated with the help of the artsVest program, was not what one would call an obvious connection to our organization. The artsVest program helped me see the potential in partnering with all types of business and allowed me to hone my approach, proposals, process and efficiency when working with potential sponsors. The sponsorship provided them the opportunity to interact and engage with a demographic new to their public awareness campaign, while also providing our patrons an interesting and enjoyable experience. They were very satisfied with the outcome and I am hopeful that this can become a long-term partnership.”

“We learned that there is a need to create niche sponsorship and find the right fit for business partnerships. In the past we had general sponsorship levels and our approaches were much less targeted.”

“We found that we were using marketing terms and ideas that are considered to be ineffective and out of date.”

“We learned how to build a fundraising strategy. Although we had engaged in fundraising and other forms of development in the past, gaining insight from an experienced and successful fundraiser (especially how to create a system for your fundraising) was hugely beneficial. Alix did an excellent job. She was candid and informative, gave all kinds of concrete examples along with principles we could apply to each of our own organizations.”

“We learned that we need to think outside the box and not just approach the well-known sponsors who are approached by many organizations.”

“I felt every aspect of the program was very beneficial. The only thing I might change is that the workshops were offered over the entire period of the program, with very little time afterwards to go after sponsorship requests with all of the new knowledge gained from the program. I feel that we would have been more successful to go through the workshops and then have a significant amount of time afterwards to dedicate to sponsorship requests, while having monthly check-ins with our progress perhaps?”

“I think it was a very strong program. I attended both years of the Winnipeg program and continued to learn new information at each session. It was good to become better acquainted with the leaders of the various

smaller arts groups participating in the program and to learn of their challenges and successes.”

“I appreciate the fact that there is training provided. The monthly sessions are very helpful. The team of Alix and Dominic is very helpful and provide great support.”

“I found the artsVest program to be a wonderful learning experience. It has provided me with a strong background in what is necessary to craft reasoned asks that are attractive to businesses. The opportunity to hear the stories of others, what worked - what did not, was also an invaluable benefit of the program. I learned what I need to do - I just need to have more time or staff to accomplish it. Thank you so much for this wonderful opportunity. I am no longer fearful.”

“This was a very beneficial program for our organization, it helped us to identify how we can work with businesses and why businesses would want to work with us!”

“artsVest allowed us to approach partners we would not otherwise have contacted. As a result, we not only increased our resources but increased the awareness of our work amongst businesses. The matching funds also allowed us to try out new initiatives, such as putting more money in to marketing and advertising. This has resulted in an overall increase in our audience numbers this past season.”

“artsVest is an excellent program. It gives great incentive to arts organizations to increase their fundraising efforts and improve their development skills...a longer period of time for the program would be very beneficial (especially for smaller organizations, who likely have very few staff doing many jobs who are likely new to fundraising). The accompanying workshops were invaluable.”

“Thank you for the opportunity to learn and grow our sponsorship base! “

Debrief Session Feedback:

In May and June, Business for the Arts facilitated proactive debrief sessions to complement the information gathered through the surveys and interviews to gain better understanding of participants’ experience participating in the program.

Key insights and recommendations are captured below:

Program timeline – Respondents indicated early spring, late spring, fall and winter as optimal program start times for the next round of the program, depending on how their seasons were structured. Different fiscal budget timelines, restrictions of funders and business partners were also emphasized as potentially inhibiting one universal program start time. The first important learning was that there is not an ideal start time that will suit all participants.

Time needed to successfully secure partnerships – 6-9 months was the most common response. Several indicated up to 12 months being ideal in truly exercising the sponsorship cycle learned at the artsVest workshop from start to finish. It is important to point out that the few organizations with paid development staff indicated less than 6 months being enough to secure the sponsorships. Purely volunteer-run organizations with no paid staff indicated more than 12 months as preferred time allocation to complete the sponsorship cycle.

Importance of matching versus workshop training – While the majority of the respondents indicated the importance of the matching funds being the “hook” of the program in influencing the sponsors’ commitment, they also admitted with certainty that they could not have found sponsors if they had not taken the workshop and that the workshop was crucial to securing sponsors.

Obtaining cash versus in-kind sponsorship – In general, obtaining in-kind sponsorship was reported as much easier than cash sponsorships. Surprisingly enough and unlike some other artsVest National communities, the majority of the respondents in Saskatchewan reported obtaining cash sponsorships with much more ease than in-kind. This might be attributable to the fact that, especially in Regina and Saskatoon, the artsVest organizations were pre-approved for substantial amounts in matching funds (\$10K - \$15K) and prioritized pursuing cash sponsorships versus in-kind as the program matches cash sponsorships at a much higher level than in-kind.

Obtaining sponsorships versus donation – Although the responses were mixed, many felt that for the amounts they were seeking, they were much more successful with sponsorships. Donations for small amounts were still considered easier, but the overall feeling was that larger businesses are moving away from donations as they want the benefits associated with the partnerships.

Live workshops versus online – When asked to rate training delivery formats, respondents clearly preferred the face-to-face format in small groups. Training delivery through web-only was much further down the list, although many preferred blended styles and a combination of live and online. Although participants preferred “live” learning to online, it is significant that the majority of skill development training provided by arts service organizations is online. Several respondents indicated a desire for some type of mentorship program or peer-review sessions for draft proposals.

Multi-year versus single-year sponsorships – All respondents were in agreement that securing multi-year sponsorships was much more challenging than securing single-year sponsorships, especially for first-time sponsorships. It is partially attributable to the fact that many businesses have policies in place to commit only on a year-to-year basis. Many indicated that artsVest was helpful in moving existing partnership levels from one-year to multi-year and that they could be even more successful to be able to approach businesses with secured multi-year artsVest pre-approvals, if the program happens to continue in their community.

Suggested curriculum areas for future workshops - Proposal writing was the most popular area that participants wanted BftA to focus on in-depth when considering and designing next generation workshops. Other topics of importance were the cultivation phase, pitching, valuation, obtaining multi-year partnerships and stewardship.

The partner recruitment and matching process – The biggest challenge of the program has been a mismatch between the program’s actual goals and the perception of participants on the program goals. Although the entire training component is designed for organizations to gain knowledge and expertise to independently researching and finding their perfect sponsorship / business matches, we learned that the participating organizations were expecting BftA to provide networking events where they could potentially meet their business matches. We feel strongly that this would be counterproductive to the program, as the whole idea of the workshop is to tailor a highly personalized approach for each potential partner and the approach should be customized specifically to the needs of the individual business.

Instead of providing networking events, BftA is creating an awareness piece addressed to local businesses to notify local business communities of the artsVest program arrival and list all the program benefits to businesses. When possible, BftA will also try to seek speaking arrangements at BIA and the Chamber of Commerce events. BftA will also post a compendium of existing artsVest partnerships online to give new artsVest organizations an idea of the types of businesses that they could research and approach.

III. CONCLUSION

There is a growing correlation between the arts, creative talent, economic competitiveness, and successful communities. The base of the arts ecology in each community is the arts organizations. The public sector alone cannot build and sustain the infrastructural support that the growing culture sector needs to be

successful. This requires many partners' collective efforts and an organization like Business for the Arts to orchestrate those efforts.

Several research papers and publications, including research done by Nordicity, Work in Culture, Charity Village, Hill Strategies Research etc., indicate that cultural sector professionals are more likely to stay within their own peer groups versus expanding outside of their connections, which may directly impact an organization's ability to build connections between sectors for new partners, subscribers, markets and audiences. Business for the Arts' artsVest program is designed to "push" arts professionals outside of their familiar peer networks to break down the barriers between sectors.

As one of the artsVest participants mentioned, "Do it!! Knock on as many doors as possible. You will be surprised and encouraged by what you find and the new partners that will be available to help you grow economically, culturally, and socially. This is something entirely possible and achievable." One of the most essential outcomes of the program, according to the participants, was gaining the confidence to approach businesses. As one artsVest participant stated: "The most important thing our committee learned in the artsVest program was that local businesses ARE VERY responsive to supporting the local arts community when approached. The proof is in the fact that two of our sponsors, both well known in our community, had never been approached to sponsor the arts community before. We are fortunate to be the first organization to showcase their support of the arts".

In addition to encouraging and pushing participants to expand cross-sectoral networks, the artsVest program coaches focusing on relationship building versus random transactions. According to one of the artsVest organizations: "The most important thing we learned from the program is the importance of building mutually beneficial relationships for better understanding and ongoing support; the importance of showing appreciation and recognition for the contributions businesses are willing to make to the community. Further feedback from another artsVest participant: "The most important thing learned is that business and culture can be and are a very natural fit for one another in the development and growth of a community, economically, culturally, and socially."

An additional substantial body of research indicates that the skills in marketing, promoting, pitching, negotiating and selling are the most important and consistent issues in arts professionals' business skills' development. The artsVest program addresses those needs by providing free access to professional development training in sponsorship and partnership development. According to one of the artsVest participants: "artsVest helped us to understand our common target markets, find sponsors who shared those markets, and provide value-added benefits whenever we could." "The key is how to approach and craft messaging that would resonate with the business community. Focusing on their needs and not ours...We learned to market ourselves rather than just asking for another donation," stated another artsVest participant.

Our flagship program artsVest™ continues to create meaningful and lasting partnerships between cultural organizations and businesses across the country. With the support from Canadian Heritage and our provincial and municipal partners, Year II of the national roll-out of the program reached **186** cultural organizations, receiving artsVest matching grants in the provinces of Ontario and Saskatchewan and the cities of Calgary, Vancouver and Winnipeg. We have seen participating cultural organizations partner with **608** businesses in these four provinces, of which 366 are first-time business partners and **324** are long-term sponsorships, generating **\$2,621,767.00** in new private sector investment from **\$1,240,209.00** matching funds to date, and resulting in an influx of **\$3,861,976.00** to the cultural economy.

Summary of the overall impact of the artsVest National Phase I (2011-2013):

- ^ The program reached **10** municipalities in **Ontario**, **seven** districts and **two** municipalities in **Saskatchewan** and municipalities of **Winnipeg, Calgary and Vancouver**.
- ^ **859** representatives from cultural and heritage organizations in selected artsVest communities

received sponsorship training between April 2011 and September 2013.

- ^ Total of **48** live workshops and clinics were provided.
- ^ We have seen participating cultural organizations partner with **1,079** businesses, of which **686** are first-time business partners and **458** are long-term sponsorships, generating **\$4,543,856** in new private sector investment from **\$2,080,398** matching funds to date, and resulting in an influx of **\$6,624,254** to the cultural economy.

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