



artsVest™ National Results Report: Phase II, Year I

April 1, 2013 – July 31, 2014

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I. PROGRAM DESCRIPTIONS:

Project Title: artsVest™ National Phase II, Year I

Project Start and End Date: April 1, 2013 – July 31, 2014

Project Objectives: The program objectives are to stimulate investment in arts and culture through matching incentives, to build capacity within the arts and culture sector, to facilitate cross-sectoral relationships between the public, private and cultural sectors, and to help activate municipal culture plans.

Area of Activity:

- ✓ Raising the profile of the arts and heritage sector with the public and businesses
- ✓ Professional development
- ✓ Revenue diversification
- ✓ Sharing of best practices
- ✓ Enhancing of the sector's analytical capacity to introduce more efficient business and organizational practices

Project 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’s national expansion continued from 2013 to 2015. For Phase II, Year I, Business for the Arts (BftA) took artsVest to the Province of Ontario, Province of Saskatchewan, Province of British Columbia, Province of Nova Scotia and City of Toronto. For the artsVest national Phase II expansion, matching partners are the B.C. Government, City of Kelowna, Columbia Basin Trust, Capital Regional District, TELUS, Ontario Ministry of Tourism and Culture, Ontario Trillium Foundation, Government of Saskatchewan, Government of Nova Scotia via Arts Nova Scotia, and City of Toronto via Toronto Arts Council.

Seven municipalities in Ontario, seven districts and two municipalities in Saskatchewan, five regions in British Columbia, three communities in Nova Scotia and City of Toronto were identified as National artsVest 2013-14 communities:

1. City of Toronto
2. Campbell River/Courtney/Comox Valley (BC)
3. Capital Regional District (BC)
4. Central Okanagan (BC)
5. Columbia Basin (BC)
6. Cowichan Valley (BC)
7. City of Regina (SK)
8. City of Saskatoon (SK)
9. Lakeland District (SK)
10. Southeast District (SK)
11. Southwest District (SK)
12. Parkland Valley District (SK)
13. Prairie Central District (SK)
14. Northern District (SK)
15. Rivers West District (SK)
16. Halifax (NS)
17. Mainland (NS)
18. Cape Breton (NS)
19. City of Kawartha Lakes (ON)
20. City of Collingwood (ON)
21. City of Milton (ON)
22. City of Orillia (ON)
23. City of Owen Sound (ON)
24. City of St. Catharines (ON)
25. City of Temiskaming Shores (ON)

artsVest 2013-2014 Timeline of Activities

<p>2013-2014 artsVest communities announced. Planning begins with local representatives for Launches and Workshops in selected community.</p>	<p>2013 – 2014 artsVest Communities:</p> <p>Province of Nova Scotia Province of British Columbia Province of Saskatchewan Province of Ontario City of Toronto</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</p>	<p>Launches and Workshops</p> <p style="text-align: right;"><u>Ontario:</u></p>

attendance

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 Business for the Arts Program Managers/Coaches. This was followed by a Sponsorship Training Workshop on how to approach potential business partners.

A survey about the workshops was given to each participant to provide feedback to BftA staff and the sponsorship coaches. Feedback was very positive.

Cultural organizations in every community submitted Pre-Approval forms to reserve between \$5K - \$20K from artsVest matching funds. Funds were allocated based on a jury process. Organizations had up to six months to secure sponsorship for matching funds.

Kawartha Lakes – June 3, 2013
Orillia – June 4, 2013
Milton – June 5, 2013
Collingwood - June 11, 2013
Owen Sound – June 12, 2013
St. Catharines – June 17, 2013
Temiskaming Shores – June 25, 2013

Saskatchewan

Regina - June 28, 2013
Saskatoon - June 20, 2013
Weyburn: June 27, 2013
Yorkton: June 24, 2013
Maple Creek: June 18, 2013
North Battleford: June 22, 2013

British Columbia

Campbell River/Courtney/Comox Valley – June 1, 2013
Capital Regional District - Victoria/Sooke/Saanich/Sydney – June 11, 2013
Central Okanagan – June 14, 2013
Columbia Basin - Cranbrook / Fernie / Creston – June 9, 2013
Columbia Basin - Castlegar /Nelson / Trail – June 22, 2013
Cowichan Valley – Duncan – October 3, 2013

Nova Scotia

Halifax – September 1, 2013
Liverpool – September 2, 2013
Antigonish – September 3, 2013
Sydney – September 4, 2013

City of Toronto

Toronto - May 16, 2013

Detailed feedback from post-workshop surveys is under Qualitative Data Collection.

Pre-Approval Dates per Community:

ONTARIO
Kawartha Lakes

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.
 Criteria for jury selection: BftA selected a range of peer and community assessors that best matched the required skills from applicants.

Pre-approval Date: July 8, 2013

Orillia

Pre-approval Date: July 9, 2013

Milton

Pre-approval Date: July 10, 2013

Collingwood

Pre-approval Date: July 16, 2013

Owen Sound

Pre-approval Date: July 17, 2013

St. Catharines

Pre-approval Date: July 26, 2013

Temiskaming Shores

Pre-approval Date: July 30, 2013

SASKATCHEWAN

Pre-approval Date: August 12, 2013

BRITISH COLUMBIA

Campbell River/Courtney/Comox Valley

Pre-approval Date: July 12, 2013

Capital Regional District

Pre-approval Date: July 19, 2013

Central Okanagan

Pre-approval Date: July 19, 2013

Columbia Basin

Pre-approval Date: August 2, 2013

Cowichan Valley

Pre-approval Date: October 18, 2013

NOVA SCOTIA

Pre-approval Date: November 1, 2013

TORONTO

Pre-approval Date: August 2, 2013

Wrap Celebrations

**artsVest Wrap Dates, Attendance
 Number & Speakers per
 Community:**

ONTARIO

Kawartha Lakes

Wrap date: June 2, 2014

Attendance: 28

Orillia

Wrap Date: May 1, 2014

Attendance: 45

Collingwood

Wrap Date: May 6, 2014

Attendance: 32

Owen Sound

Wrap Date: May 7, 2014

Attendance: 23

St. Catharines

Wrap Date: May 8, 2014

Attendance: 22

BRITISH COLUMBIA

Central Okanagan

Wrap Date: July 16, 2014

Note: Because in Ontario the artsVest communities change from year to year, Wrap Celebrations were conducted in all artsVest Ontario 2013-14 communities. In Saskatchewan, Nova Scotia and Toronto, the program is continuing in the same communities and for that reason, the Wrap Celebrations will be organized at the end of year II.

II. PROJECT 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.

Summary Report on Performance Measurement and Indicators:

1) Matching Funds

Expected Results	Key Performance Indicators	Performance Measurement
Stimulate business investment in the arts through matching fund incentives	Number and percentage of response to the matching incentive from the businesses/or number of sponsorship partnerships	<ul style="list-style-type: none"> For the 2013-14 artsVest year, 834 sponsorship partnerships were secured of which 723 or 87% were long-term. Out of 763 unique businesses that partnered with artsVest organizations, 541 were first-time business partners for arts organizations. Each matching dollar generated \$3.48 in business sponsorship and combined with the initial matching dollar brought \$4.48 back to Canada's cultural economy
Contribute to the development of cultural assets at the local level	<p>Dollars raised from businesses towards the initiatives</p> <p>Number of launch events and attendance at events</p>	<ul style="list-style-type: none"> The total amount raised from the business community was \$3,959,130. 12 artsVest Municipal or Provincial Launch events were organized. artsVest Launch Dates and Attendance per Community:

2) Training to small and mid-sized cultural organizations

Expected Results	Key Performance Indicators	Performance Measurement
<p>Build business and leadership skills competencies within the arts and heritage sectors to approach the business sector for potential sponsorships/partnerships</p> <p>Increased ability of arts and heritage organizations to secure funding from sponsorships/partnerships</p>	<p>Number of arts and heritage organizations with enhanced learning, knowledge and skills in key topic areas of workshop training</p> <p>Number of participants trained</p>	<p>275 arts and heritage organizations.</p> <p>713 representatives from 275 arts and heritage organizations participated in the live training.</p> <p>artsVest Workshop Dates and Attendance per Community:</p> <p><u>artsVest Workshop Dates and Attendance per Community:</u></p> <p style="text-align: center;"><u>ONTARIO</u> <u>Kawartha Lakes</u> Workshop: June 3, 2013 Attendance: 26</p> <p style="text-align: center;"><u>Orillia</u> Workshop: June 4, 2013 Attendance: 23</p> <p style="text-align: center;"><u>Milton</u> Workshop: June 5, 2013</p>

Attendance: 14

Collingwood

Workshop: June 6, 2013

Attendance: 31

Owen Sound

Workshop: June 12, 2013

Attendance: 17

St. Catharines

Workshop: June 17, 2013

Attendance: 18

Temiskaming Shores

Workshop: June 25, 2013

Attendance: 12

SASKATCHEWAN

Regina

Workshop: June 28, 2013

Attendance: 35

Saskatoon

Workshop: June 20, 2013

Attendance: 42

Weyburn

Workshop: June 27, 2013

Attendance: 6

Yorkton

Workshop: June 24, 2013

Attendance: 6

Maple Creek

Workshop: June 18, 2013

Attendance: 7

North Battleford

Workshop: June 22, 2013

Attendance: 6

BRITISH COLUMBIA

Campbell River/Courtney/Comox Valley

Workshop: June 1, 2013

Attendance: 15

Capital Regional District

Workshop: June 11, 2013

Attendance: 60

Central Okanagan

Workshop: June 14, October 16 & 17, 2013

Attendance: 45

Columbia Basin

Workshop: June 9 & 22, 2013

Attendance: 52

	<p>Number of hours of coaching/training sessions</p> <p>Number of sponsorship toolkits and handbooks/manuals distributed</p> <p>Level of participants' knowledge after each training module, reaching module specific learning outcomes</p>	<p><u>Cowichan Valley</u> Workshop: October 3, 2013 Attendance: 24</p> <p><u>NOVA SCOTIA</u> <u>Halifax</u> Workshop # 1: September 1, 2013 Attendance: 39 Workshop #2: October 17, 2013 Attendance: 6</p> <p><u>Liverpool</u> Workshop: September 2, 2013 Attendance: 5</p> <p><u>Antigonish</u> Workshop: September 3, 2013 Attendance: 17</p> <p><u>Sydney</u> Workshop: September 4, 2013 Attendance: 10</p> <p><u>TORONTO</u> <u>North York</u> Workshop: June 6, 2013 Attendance: 54</p> <p><u>Downtown</u> Workshop # 1: July 5, 2013 Attendance: 58 Workshop#2: June 14, 2013 Attendance: 48</p> <p><u>East York</u> Workshop: June 19, 2013 Attendance: 15</p> <p><u>Scarborough</u> Workshop: July 3, 2013 Attendance: 22</p> <p>31 full-day live workshops were conducted and 217 training hours were provided + ongoing one-on-one training provided by our local Program Managers/Coaches.</p> <p>Number of Workshop Materials Distributed 713 workshop participants X 1 info session package X 1 sponsorship overview package X 1 sponsorship cycle package X 1 sample proposal = 2852</p> <p>Overall 80 % of respondents reported increased knowledge and confidence in pursuing a business sponsorship as a result of the artsVest training.</p>
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	<p>Number of online training sessions taken</p> <p>Number of case studies developed</p> <p>Number and % of arts and heritage organizations who put new sponsorships practices in place</p> <p>Amount of new funds raised as a result of the resource platform website</p>	<p>Business Partnerships 101 online E-Tutorial was launched in May for all participating organizations and their staff and board members. Since the launch of the e-tutorial, we have seen 395 unique visitors, and 843 total visits (each user on average visited the page about twice). Users accessed the page from 54 different cities or towns across Canada.</p> <p>834 partnership stories were collected through final reports and confirmation forms in 2013-14 and case studies are in the process of development.</p> <p>8 exemplary case studies have already been developed, highlighting national partnerships from the previous year's artsVest national program (2012-13). Those case studies are enclosed.</p> <p>Out of 275 arts and heritage organizations that participated in the workshops, 213 or over 77% were able to successfully secure business partnerships.</p> <p>Impossible to track.</p>
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3) Facilitate relationships between the public, private and cultural sectors to help develop cultural assets at a local level

Expected Results	Key Performance Indicators	Performance Measurement
<p>Connect public, private, arts and heritage sectors to help develop cultural assets at a local level</p> <p>Strengthen municipal cultural plans (applicable to artsVest Ontario only)</p>	<p>Number of partnerships with local cultural leaders and local Chambers of Commerce/ Business Investment Associations (BIA) chapters established</p> <p>Number of networking events such as launch and wrap events organized involving private and cultural sector representatives</p> <p>Number of speaking engagements secured at the local community</p> <p>Number of participants attending events</p> <p>Number of letters of support received from the Mayor, Chamber of Commerce President, BIA's and leaders of Arts Councils</p>	<p>40 partnerships with municipal/district/region representatives and with Chambers of Commerce and Business Improvement Associations in all artsVest National 2013 communities were established.</p> <p>49 networking events such as launch, workshop and wrap events organized involving private and cultural sector representatives</p> <p>39 speaking engagements secured at the local communities</p> <p>Over 900 people attended artsVest events</p> <p>21 letters of support received from the Mayor, Chamber of Commerce and leaders of Arts Councils in Ontario.</p> <p><i>Note: The municipal application process, where the select municipalities apply and submit formal letter of support to bring</i></p>

	Number of municipal cultural plans and clear mandates for investing in arts and heritage developed (applicable to artsVest Ontario only)	<p><i>the artsVest program to their community, only applies to Ontario artsVest model.</i></p> <p>All seven artsVest Ontario municipalities participating in the artsVest 2013-14 program either already had or where in the process of developing their municipal cultural plans at the time of the application.</p>
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Quantitative Data Collection

artsVest quantitative performance measures:

- 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 municipalities participating in the artsVest program and strengthening their municipal cultural Plans (applicable to artsVest Ontario only)
- 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 and Final Reports submitted by each participating arts organization
- Attendance and feedback at artsVest events
- Coverage of events in local media
- Surveys and interviews

Quantitative Results

- 25 communities participated in the artsVest National 2013-14 program
- 713 arts organization representatives received sponsorship training workshops (46% increase from previous year)
- 275 arts organizations were pre-approved for matching funds (48% increase from previous year)
- 213 arts organizations secured artsVest matching funds (33% increase from previous year)
- 834 partnerships were formed between arts organizations and businesses (37% increase from previous year)
- 541 out of 763 businesses were first-time sponsors of the arts, (48% increase from previous year)
- Among 834 partnerships, 723 or 87% were long-term (48% increase from previous year)
- \$1,139,004 in matching funds were distributed
- \$3,959,130 in business sponsorship was generated in 25 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.

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
- 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, ie. talent attraction & retention, increased foot traffic, downtown core revitalization, strategic marketing opportunities).
- Greater emphasis and activation of Ontario 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
- Increase in vibrancy and health of community due to new dollars and partnerships infusing a revitalized sense of energy into the local cultural landscape

Post-Workshop Survey Results

artsVest Ontario Post-Workshop Feedback:

What was the most valuable aspect of the workshop?

“The program provides a lot of motivation to go out and pitch new members of the business community for sponsorship. Not only does the instruction give us more confidence to make the calls, the communal nature of the workshop fosters a healthy competition among the arts groups to go out and be the best sponsorship seller. The concept is one that engenders long-term sustainability in the arts by improving our skills, confidence and desire to make new and better deals. It was time well spent.”

“The workshop was a tangible means to initiate discussions with arts & culture organizations (whether they qualify/apply to artsVest or not), about how sponsorships (big or small) can impact their initiatives in a positive way. I found the workshop a great opportunity to build on my own knowledge about sponsorships which will be very helpful in my continued role to assist arts & cultural organizations in seeking alternative sources of funding to support their important work in our community. The workshop was also a positive way to bring the arts and culture community together.”

“Learning the role and responsibilities of a sponsorship seeker toward a potential sponsor. Seeing the problem from the potential partner's perspective and learning examples of what sort of approaches will potentially be the most successful.”

“Understanding that we as an organization can also bring value to a sponsor. It isn't about charity but about finding a way to do a sponsorship that is mutually beneficial. Important because it will help us to find new sponsors and build the relationships that we have with current sponsors.”

“The ability to discuss ideas with other local arts groups was most helpful. It gave us a chance to hear about what others are doing, what has worked, what hasn't worked, and potential ideas of collaboration.”

“Being a novice at this, I found all aspects of the workshop valuable. Although, some of the techniques and tips are not new to me in a business environment (having been self-employed for over 20 years) putting it into the context of "sponsorship" for a non-profit organization is all new territory for me.”

“The workshop provided a forum for exchanging ideas about approaches and possibilities. It expanded the scope of potential "prospects" as well as broadening our understanding? about how to approach these prospects. We were also encouraged to "shoot for the sky", which as an entirely volunteer-based organization is not always easy.”

“Overall, the presentation was stimulating and stirred many ideas on potential sponsorships. All arts organizations are full of dreams, but this program gives dreamers a handle on reality -- and a way to make more dreams come true. About the existing requests: this is a new area for our organization so the requests/results for sponsorships is as much hope as reality. I would have like to have had more examples of successful (and perhaps unsuccessful!) sponsorships in other areas to give a better picture of its applications.”

“I was particularly impressed by the approachability, on-the-ground knowledge and genuine enthusiasm displayed by the workshop moderator, Alicia Rose. Her answers were honest and finely tuned to the questions and, as such, she was able to inspire confidence in the participants that they too could achieve good results through sincerity and by utilizing best fundraising practices.”

“The presentation given by Alicia was outstanding. She is articulate, gave interesting and real life examples, never flinched with even the most off-the-wall questions (and she had the answers!) and most important she was VERY patient with us. Your organization is lucky to have her, and we were lucky to benefit from her knowledge and expertise.”

“We are very excited to get started with the artsVest Program and we think it will open up a lot of potential sponsorships and partnerships for Globus Theatre in our community. The workshop was insightful into what good partnerships with sponsors can be.”

“The workshop gave an excellent grounding in how to identify, develop and maintain sponsorships with the business community.”

“Alicia and Claire were very helpful for a novice like me! They took all of my questions no matter how naive I was, and made me understand what I needed to know. It was a tough audience because most people there were quite experienced, yet they didn't make me feel that my questions were not important.”

“The workshop offered a business-like approach to the issues at hand. It was useful in expanding our understanding of the concepts and warning against the pitfalls in pursuing sponsorship arrangements between business and arts organizations. It became abundantly clear that expectations of both parties must be managed carefully; otherwise, the relationship cannot last.”

“Smaller cities have very little (if any) 'corporate' type sponsors. The businesses and individuals that are

approached for sponsorships tend to be small to medium business owners. The typical corporate 'presentation and pitch' is not always effective in smaller cities, where people tend to know everyone and the ask is done over a cup of coffee. Budgets are tight and the same businesses tend to get asked AND sponsor pretty much every event in town!"

"In this day and age, in particular, with issues of transparency, and accountability uppermost in the minds both of the public and of those of us who receive public funding, the added dimension of truly developing partnerships with our private sector supporters has such strong potential for sustainability, accountability and trust-establishment, that to engage in a mutually beneficial agreement speaks to the integrity and best business practices of both the public-supported arts organization and the private sector business partner with whom we have made a commitment."

artsVest Saskatchewan Post-Workshop Feedback:

What was the most valuable aspect of the workshop?

"I found most of the aspects useful, in particular that aspect of the workshop which gave information on being creative with sponsors; building long-term relationships with them; finding innovative ways by which the sponsor can benefit from the partnership; the preparatory work, etc."

"Knowing why businesses choose sponsorship was very useful to our organization. Having a better understanding of what they want/need out of the relationship is important for us to build better sponsorship relationships."

"How to look at partnerships from the business's perspective...not what their money can do for me...but what my organization can do to achieve their goals."

"The sharing by an experienced person in the area of building business and arts partnerships of some key points in the process that are often overlooked or neglected."

"Ability to dialogue with people from other organizations ...sharing of ideas and information about the program."

"Understanding where other organizations are at in terms of developing their sponsorship approaches is useful to gauge where our own organization is at. Having a guideline to follow in terms of the approach was good, too. The opportunity to brainstorm and talk to other groups helped build new ideas."

"Understanding the business partnerships and sponsorships. It helped me understand the difference between sponsorship and a business donation. Stay connected with your sponsor and make them feel important towards your project and acknowledge them."

"The ideas and learning how to partner with a sponsor that you may not normally partner with. This opens up many new doors to sponsorship."

"The respecting the relationship with the sponsor would have been the most useful aspect of the workshop. We try to develop good relationships with our sponsors but there definitely are things that we can improve. One quote from the workshop, "Don't treat your sponsors like an automated bank machine!" and the discussion about some of the mistakes made by very high-profile organizations has made me even more conscious of the fact that we need to treat our sponsors well."

“The workshop provided ideas for new ways of approaching sponsorship - not just monetary to in-kind but also partnership-type sponsorships.”

“Learning the business partnership and sponsorship process as I am just new to this and found it very interesting.”

“The partnership cycle did confirm and make it clear the steps to approach business. As the chief cook and bottle washer at my festival, I am very concerned with building a sustainable stewardship platform that one person can maintain easily in addition to everything else that needs to be done to run a charity.”

“Information about the many steps from identification of potential sponsors to the ask, and further to the maintenance of the relationship. We're very new to this.

“The workshop was extremely valuable to our organization whose festival relies on sponsorship dollars in order to be successful. For our organization, the entire workshop was valuable.”

“Attending the artsVest workshop has given us the tools to pursue corporate sponsorship and has us thinking 'outside the box'! We are very excited at the prospects we've explored since attending the workshop and hope to see a tangible result soon. ”

“Thank you for holding this workshop. It offered good material and exercises to get organizations thinking about what they could offer potential partners and shift their focus from what companies can do for them. ”

“We are amazed by the Program Manager's dedication and cooperative work with our organization. The past and present Managers' interest, support and prompt response to concerns is truly helpful and inspiring. The whole program gives arts and culture organizations a sense of hope! ”

“The workshop was a great opportunity to meet other organizations, learn about the steps to creating a sponsorship presentation for prospective businesses, and open up new areas to explore in terms of festival organizing. The opportunity to take part in artsVest will also encourage us to shape up our organization even more. ”

“Our involvement with artsVest has really helped our organization develop relationships with businesses in our community. We are now reaping the rewards of last year's fundraising as we have a number of businesses who have made three-year commitments. The conversations that we have had with the business community have given us a better understanding of the different business's??? wishes and has made them more aware of the mandate of our organization.”

“I'd be very interested in individual facilitated feedback in a semi-private setting, respectful of the hours of research and customized pitch approach required for true relationship-building.”

“I found this workshop very informative and interesting and would consider approaching businesses for sponsorships instead of outright donations after taking it.”

“It was an uplifting session. I feel more confident after the session about approaching businesses with the expectation that they might care. ”

“The workshop was a fantastic resource for obtaining sponsorship for small arts organizations. It has elevated our starting point of where to obtain funding and will definitely aid us in our success. ”

“The workshop was just great, giving fresh insights and practical ideas that our organization can definitely use. We would certainly be interested in attending more of such workshops. Thank you for everything. ”

artsVest British Columbia Post-Workshop Feedback:

What was the most valuable aspect of the workshop?

“The artsVest workshop brought much-needed business skills and confidence to our staff and board. By our very nature, we are primarily artists (and so we should be!) but we frequently lack the basic business confidence that helps us articulate what we do to the business community. artsVest allowed us to examine our community-contributions outside of the art-speak that we are required to work within for our traditional granting bodies, and helped us explain in simple and concise terms just what we can offer to the business community. Love it!”

“This was such an amazing workshop. Great people with excellent knowledge and passion for the arts. The information was very valuable and the future grants are going to benefit so many artistic projects that will positively impact our local community and visitors. I'm so blessed to have participated in this wonderful experience!”

“The artsVest workshop was invaluable education in the crucial skills for bringing in dollars to keep my beloved community theatre group afloat in these times of government cutbacks to the arts and economic downturn.”

“We are thrilled to have been part of the workshop and appreciate the information and knowledge provided by Kathleen Speakman in the artsVest workshop here in Kelowna. It is through this kind of opportunity for learning and potential funding that our organization continues to gain momentum - and that excites us!”

“Hearing from businesses from three very different perspectives about how they value the relationship too - previously always felt like I was asking like a nuisance! Opportunity to hear from other organizations too and hear some of their questions and thoughts.”

“The importance of the relationship between the business sponsor and our group and how it is beneficial to both sides. What I can do to prepare before meeting a potential sponsor.”

“Networking and the open discussions. The whole event was great but the personal aspect of it was exceptional. I was very pleased to have met so many great people and to have heard each organizations issues and how they can be resolved.”

“Understanding the nature of the program was the foremost reason for being there. Gaining insight into process of sponsorship was valuable, especially real-life examples.”

“I valued the direct and clear instruction for how to go about our approach. I appreciated the panel of three business owners who explained their personal reasons for sponsoring arts groups.”

“The written materials/sample sponsorship packages were great and will be very useful. I also really enjoyed the focus put on the holistic/long-term relationships versus and one-off ask. Proceeding with a long-term sponsorship makes the current legwork seem worth it.”

“The handouts, which one can take home and re-read, as well as share with other Board members. The examples given of other organizations and which businesses they approached for sponsorship.”

“The meeting with the three business leaders. Helped reduce the fear of approaching businesses. Increased greatly my understanding of why businesses sponsor. Taught me many ideas about how to approach businesses with our mutual benefits to sponsorship. Food incredible and encouraged networking and enthusiasm for experience. Always important at events.”

“I enjoyed the entire workshop and felt I gained insight and direction for proceeding with building relationships throughout our community. I particularly appreciated the details that dealt specifically with elements of the partnership circle - identifying revenue goals, the actual approach to potential sponsors and tips on writing a pitch.”

“Understanding the difference between donations and sponsorship and having an opportunity to ask questions with an approachable and knowledgeable facilitator.”

“The workshop was most valuable to me as it opened my awareness of the possibilities that were available to our organization; and the approaches that I might take in order to secure sponsorships for our organization.”

“Understanding the difference between donors and sponsors, hearing ideas about what we could offer a sponsor, and the procedures for making the "approach" and proposal.”

“Catalyst for my board to develop more relationships with the business community. Opportunity to network, begin and extend existing relationships with other arts organizations in the community.”

“All fabulous - so pleased I was actually able to go. It's not always easy to get away from a non-profit organization where you are already working more hours than paid for and are only reliant on part-time/seasonal staff and volunteers... so valuable to have been able to experience this - thank you.”

artsVest Nova Scotia Post-Workshop Feedback

What did you find the most valuable about the workshop?

“The day was a valuable learning experience. Working in rural Nova Scotia with a lack of big business to approach for sponsorship can be daunting. The workshop allowed me to come away with new ideas and a feeling of being invigorated.”

“It was both a great overview, and also very practical and specific - excellent for a relatively inexperienced fundraiser like me.”

“I found having the process broken down into steps through the partner cycle documents very useful. I also found it was useful to be able to ask specific questions and to have a representative from RBC present to hear how things work from their side.”

“Really enjoyed the guest speaker. She gave real-life examples of strategy and also was not shy in disclosing what worked and what did not work. Also found specific examples of sponsorship from other provinces valuable.”

“Thank you for offering this workshop, as someone new to fundraising. I felt the information was helpful to get an overview of the process, and pick up useful suggestions. Suggestion: Workshops targeted at board

participation in fundraising (where board members could attend).”

“This is a valuable program to encourage business investment in the arts. It also gives the arts organizations a resource for discussion and help in securing community involvement from the businesses in the area.”

“The workshop clearly demonstrated the goals of the artsVest program and the mandate for funding. It was informative and well delivered.”

“Being located in rural Nova Scotia one tends to feel isolated at times. In attending the workshop, I felt a sense of renewal.”

artsVest Toronto Post-Workshop Feedback

What was the most valuable aspect of the workshop?

“I’d seen the artsVest program available in other cities, so was thrilled to hear it was coming to Toronto. The workshop sparked many ideas for me and I’m looking forward to using the information I learned to secure some successful business partnerships.”

“The handouts and electronic files will be most valuable as I can share with others in my organization as we work to develop this area of our company. The fact that there were workshops held all over the city was also fantastic - I attended the East York Civic Centre workshop, which was extremely easy for me to get to (also free parking as opposed to downtown!). I appreciated that flexibility, as did others there, I know. The more interactive parts of the workshop were as informative as the "lecture" portion. Meeting others in the "biz" and working with them to brainstorm on both their projects and mine was very informative and helpful.”

“It is very helpful to have a workshop specifically tailored for sponsorships in the arts, and the opportunity to speak with people who are familiar with working for small arts organization. This has been hard to find as all other fundraising associations and support tend to focus on large, mainstream organizations whose needs and methods are totally different from ours. Thanks so much for offering this much needed service.”

“I really was impressed with the workshop and the entire project. The pilot project nature of artsVest is a thorough guide through the mysterious landscape of corporate sponsorship. The workshop provided me with a way of seeing our company's potential and even in our modest way we actually have the ways and means to engage in a sponsorship project.”

“The workshop was excellent, especially the following areas: * clarification of the difference between corporate donors and sponsors * the emphasis on developing innovative and sustainable partnerships, not just "logo recognition and tickets" * examples of successful artsVest partnerships * the inclusion of another person from our organization, in my case a board member. We are all now thinking about corporate sponsorship in the same way * the clear briefing on how to complete a successful artsVest application * the exchange of ideas between other participants at break and lunch (we don't get enough opportunity to do this in our busy lives, especially across disciplines).”

“This workshop completely changed the way I think about seeking sponsorship. Rather than sponsor development being a task that I dread taking on, I’m now excited about finding a good fit between my organization (which I’m, of course, very passionate about) and businesses that understand our vision.”

“...The workshop reminded me with argument and evidence - how to imbed the work we do more effectively into the public by linking with corporations/business who share our vision for community.”

“Developing Your Proposal: It helped me see other ways to write a proposal. After having done something several times we all tend to repeat it over and over again, it was refreshing to see things from scratch again.”

“This information delivered to arts organizations is critical to their long-term security. We need to bolster and support the VALUE of arts in business and community. The overarching idea that artists need to be entrepreneurial is long overdue, this programme provides a set of tested guidelines to begin travelling this path.”

“Listening to the corporate sponsors and trying to design a proposal. The guests put real faces to the theory and gave very practical answers. The exercise helped guide me through the planning process and realize that it is less daunting than imagined.”

“I feel that the step-by-step process was very helpful and instilled confidence in me as I prepare my application. I appreciated the "factual" approach to preparing applications.”

“Refresher on development cycle, especially cultivation phase, and the discussions on innovative ways to think about sponsorship benefits and activation.”

“Understand how corporations think and gaining an appreciation for the "partnership" and mutually beneficial aspects of these relationships.”

“The Partnership Cycle gave a lot of concrete tools for cultivating sponsors. How to focus on partner goals was well articulated. Helpful to hear the representatives from business reinforce the concepts that were presented.”

“In general, it was a good review of what I learned in arts management school. I learned most of the material about 3 years ago, but went into an area that does not rely on sponsorships. Now that I have recently started working for group of 27, I will have to pursue sponsorships and this was a good refresher.”

“Common vocabulary examples of successful partnerships - inspiring and reassuring because we have done many of those things but not documented them quantitatively. We'll start now.”

“Just learning that sponsorship is more than asking for a handout, that sponsors need to be cultivated and courted just like audiences.”

“Overall, it helped me clarify the key differences between donors, sponsors and funders (grantors). The real-life examples of sponsorships gave concrete ideas of unique "fits" (puppets + lumber company) and helped me to generate ideas for potential partnerships that wouldn't have occurred to me before. The insider perspective on cultivating relationships gave me permission to be more persistent with a sponsor (in ways that I wouldn't be with a grantor or donor).”

“Review of basic marketing, explanations of how marketing has changed in the past 20 years (esp. with the arrival of the internet and social media), emphasis on conducting the organization as a business, review of definitions and their terms, the two-way partnership aspect of sponsorship, the several case studies of partnerships that were presented at the workshop, advice to keep writing and reading to a minimum, bringing in the guest speakers from local business for a panel discussion - this was an excellent eye-opener.”

“The workshop reinforced that although our current prospecting process is sound, there is always room for

improvement! Also, I enjoyed meeting colleagues who were facing the same issues (lack of board engagement in fund development, for instance) and to hear about some of their solutions.”

“The information about the artsVest program was most useful in thinking about how this program could work for my organization. Having the business professionals there was also good, as it is often difficult to get candid feedback on why a particular proposal may be successful or not.”

“I found the discussion about creating a 'win-win' partnership with your sponsors to be especially useful, as it gave me a new way of thinking about the relationship. There were also some excellent ideas about what we can offer sponsors other than simply ad space.”

“The most valuable aspect of the workshop was the Business Partnerships 101 section for me because it emphasized the importance of partnership and mutual benefits. It made me look at sponsorship in a different way and not just about receiving a cheque but about how we can both benefit and in-turn have our audience benefit . The examples provided helped me think outside the box in terms of sponsorship request. Terms such as employment engagement opportunities were new to me. Also, it gave me new insight in prospecting corporate sponsorship outside the norm or obvious choice.”

“Learning about what kinds of opportunities we can provide for the prospect, and that sponsorship should always be framed as mutually beneficial partnership. And learning how to thoughtfully identify a suitable sponsor based on our audience.”

“I think this was a very useful workshop - the opportunity to get matching funding is terrific, but this is also a very useful stand-alone workshop. Would love to have more lead time to work on the artsVest application.”

“An excellent workshop that really opened my eyes and got me excited about a subject about which I'd previously been feeling some amount of dread!”

“The workshop was a great combination of big-picture thinking with practical advice and tools to help my day-to-day activities support my organization's long-term goals.”

“We found this training to be incredibly helpful!! It was great to hear innovative things that other organizations have done to secure sponsorship and grow relationships with sponsors. We are incredibly appreciative of being given the opportunity to attend this training!”

“It was a brilliant day - informative, well structured, great "class" size and fantastic presenters and materials. We are lucky to have a program like artsVest that is accessible to so many types and sizes of arts organizations. THANK YOU!”

“There are many arts and cultural organizations that fall between the cracks regarding funding from arts council grants. artsVest provides those arts and cultural organizations that don't qualify for regular arts grants a much-needed opportunity to fund their cultural programs.”

Post-Program Final Report Feedback Per Community

artsVest Ontario:

Lessons learned from participating in the artsVest program:

“The most important thing that we learned from participating in the artsVest program is that there are more

businesses willing to sponsor culture in St. Catharines than we realized.”

“That business and the arts can work together to create partnerships. Arts organizations have something of value to offer to businesses. This gives a real boost to people seeking the partnerships.”

“That our organization would benefit from having a sponsorship and partnership platform.”

“That we need to continue being creative in developing dynamic partnerships where everyone benefits if we are to survive as an organization.”

“There is a very strong arts community in Orillia and it is very competitive. It is very important to build and maintain strong relationships with your sponsors or potential sponsors and stay in touch with them. It is important to let them know that you value the work they do as well, by referring business their way and promoting them in any way that you can.”

“The most important thing I have learned from this experience was that in-kind donations can be an excellent way to secure support from our local businesses and that in-kind support can be just as lucrative for our organization as other types of support.”

“That the arts and the business community have many affinities and opportunities to collaborate for mutual gain.”

“Having a specific angle when asking for sponsorships helps give you focus and confidence and is more likely to interest the prospect. “

“We learned how to approach businesses within the community and the benefit of creating a mutually beneficial relationship.”

“We learned how to "think outside the box" in terms of assessing local businesses to determine who would be a good fit with our organization, and getting creative about partnership details that would benefit both parties.”

“The most important part of the program was the significance of showing a perceived value to the business you approach for sponsorship.”

“We learned how to approach a business, what type of information to include in a letter and to be specific with the benefits a business might consider.”

“That businesses are more interested in a sponsorship partnership when there are creative ways for them to participate.”

“The artsVest program gave us a different view on how to approach fundraising as a whole, and how to put each potential sponsor in its own category - to make sure that the approach fits the business and the business fits the approach.”

“The most important thing I learned is that it takes time to cultivate new sponsors and they must be constantly invited to events, thanked and encouraged. We must always offer something to our mutual benefit.”

“One needs to have a convincing argument that the approach is not philanthropic but market-oriented for both parties.”

“That it is possible to raise support and interest by asking.”

“We learned how to hone our expertise in approaching businesses and providing mutually beneficial partnership. We also learned to view businesses as PARTNERS.”

“The most important thing we learned from participating in the artsVest program was the value of making connections in our community. This just increases everyone's pride in their community.”

“It is important to do your homework and your research throughout the project. Sometimes we lost track of the ball and had to go back to documentation. It is necessary to work out a plan and systematically go through all of the steps. Think carefully on who will be involved and who will approach the businesses for optimum success. It does not need to be one person only making an approach-work with the talents and contacts that you have.”

“The opportunity and motivational factors that artsVest gave to the arts community in Orillia for investment and matching grants.”

“We learned to stress the importance of partnership in approaching sponsors, and not just ask for money. Businesses appreciated the opportunity to work with us in a mutually beneficial way.”

“First of all the artsVest program and what it does for a community. What a great opportunity! Participating in this program really strengthened my belief in the necessity of arts in a community and a deeper passion for generating support from partners in our community. I believe this really just kick-started me to work even harder in this area. Thanks for this support!”

“We have learned that there is a strong will by the provincial government through artsVest to support the creative effort that is so important for Ontario communities.”

“Polishing our sponsorship proposals. Although we have had good proposals and good follow up, the artsVest workshop and support helped take this to the next level. I took two key ideas away from the workshop. The first was around being generous with comp tickets for the sponsor. It makes them feel more like it is their concert if they can hand out tickets to clients and friends. The second was how the sponsorship proposal actually looks.”

“The workshop gave me confidence through knowledge to approach businesses. As well, it provided excellent bases upon which to produce the proposal, which appeared to be well-received.”

“If an organization has a really good project and the sponsor can relate to it, securing the sponsor becomes easier. If a money value can be put on culture, this also helps to obtain a sponsor.”

“That you need to have a good, solid reason for a business to come on board and sponsor your organization.”

“This is a very helpful program, and we are grateful to have been able to participate.”

“This was a fantastic learning opportunity for OYSO and we hope to have this opportunity again in the future.”

“Alicia Rose, Claire Hefferon and Nonna Aroutiounian were just amazing. They all did a wonderful job at the workshops and following up with us.”

“The artsVest process enabled us to identify gaps in our organization's fundraising schedule and resources.”

“The artsVest program helps business owners see the value of sponsoring the arts in their own communities, and legitimizes their donations to arts organizations. Please continue this important program!”

“Having the award made up front, knowing that our job then is to obtain the amount we have been awarded makes the effort very worthwhile. I have spent many hours writing complicated grants, waited months for a reply only to find out we were not successful. This type of grant puts the onus on us to do our work with securing the sponsors (once we have received the initial fund commitment) and that is very easy to commit to. It's a surefire way to approach the ask to the business and they respond well to knowing their money is doubled.”

“We were so pleased to discover that there were business that recognized how beneficial this relationship could be and we look forward to working with them. In future, we will be able to approach other businesses, confident that we have something of value to offer.”

“I found the artsVest program invaluable in creating new partnership packages to encourage companies to partner and sponsor Globus Theatre. It helped me focus on the potential sponsors needs as opposed to what I wanted from them.”

“artsVest is a valuable aid in securing sponsorships and in providing guidance on methods of seeking support.”

“The Magic of Children in the Arts really benefited from the artsVest program. It was a challenge, as we have no paid staff and one person doing all the fundraising. The money and in-kind sponsorships that were raised has helped us stabilize our finances, build community awareness, attract new board members and new volunteers. It also increased the event participation from 425 to 645 children. Thank you artsVest!”

“Thank you for all you have done for the Collingwood community!”

“artsVest Ontario nudged the Starry Night Gallery & Studio Tour out of their comfort zone with regard to approaching potential business sponsors. It was an amazing learning experience and we are grateful for the opportunity.”

“Excellent program! artsVest has provided us with a wonderful opportunity. Thank you!”

“The arrival of the artsVest program has been a welcome addition to increasing our financial support.”

“This has been a wonderful opportunity for our arts organization and has improved our confidence and abilities in developing long-term meaningful partnerships.”

“This has been a wonderful opportunity for Harmony Centre Owen Sound. The end result has been a financial boost to us. We are still a young organization, so this was a real impetus for us to connect with our business community and forge some strong links and increase our community presence. We consider that to be critical in going forward. We were also able to work with the city who provided some support to us and

this is of value. We have been delighted to take part in the artsVest program and feel it has been of great tangible and intangible benefit to us.”

“All in all, the opportunity that artsVest has given us, through a matching grant program, has opened both the eyes, and the doors of our community. Only time will tell how sustainable the connections that we have made this year will be in the future.”

“Overall this was a great experience for us to not only learn about procuring sponsorships, but to give us the push to approach and secure new sponsors.”

“artsVest was just what the Symphony needed this season to generate more revenue and up our sponsorship game to a new level. Thanks”

“We're grateful for the support of artsVest. Through the program we were able to match key support for our rooftop patio project.”

“artsVest is a fantastic program that really ignites the passion in me to get sponsors to participate in community arts projects.”

“Thank you artsVest because your support helped us obtain more support for our project.”

“Kawartha Region Arts & Heritage Society is extremely grateful for this opportunity. In an uncertain economic time and living in small community, it is sometimes difficult for businesses to establish reasoning in sponsoring an organization. As a matching incentive program, this allowed the business owners to see their investment doubled, thus making them feel good in supporting us.”

artsVest Saskatchewan:

Lessons learned from participating in the artsVest program:

“It was interesting to learn how businesses view the arts and culture. It was also very useful to learn that increasing numbers of businesses are narrowly targeting their corporate giving to charitable organizations that align with the company's overall goals.”

“Other than asking for donations from the subscribers to our recital season we had never approached any business for a sponsorship or donation. This program showed us the possibilities of partnering with the business community. ”

“The importance of partnerships that are truly mutually beneficial.”

“I learned how important artsVest is and how fortunate we are to have this program that supports the arts and in particular DIWC.”

“To make sure that we have a plan, and to start early building relationships with businesses, so that you can fine-tune your sponsorship proposal. Maintain an open line of communication with potential sponsors to find out what they're looking for and the reasons why they may not be interested. ”

“The most important thing I learned from the artsVest program would be sponsorship agreement negotiation. The elements included in the sponsorship agreement forms were useful in helping determine the different aspects of the partnership and have become an excellent record of that process. ”

“The key to securing a sponsor is researching potential sponsors and identifying those that have audiences, values, etc., in alignment with our organization, and then identifying how sponsoring The Golden Apple Theatre could help their organization address one of their business goals, i.e. brand building, enhanced profile, community support, etc.”

“How to go about pursuing sponsorships with non-traditional businesses. The handout material was very helpful.”

“I learned that it is most important to find connections between your organization and the business.”

“Businesses are not entities to be frightened of!! The tools and strategies suggested by artsVest mentors (Colleen Ostoforoff and Diana Domm Smythe--my predecessor at the Station Arts Centre who participated in artsVest workshops and shared her knowledge with me) worked to help us secure a high number of sponsorship partnerships in a relatively short amount of time.”

“Our sponsors and partners genuinely want to help us succeed in our initiatives and artsVest provides an opportunity for our sponsors to help us garner additional support without actually having to invest too much of their valuable time and resources into helping further their sponsorship with our organization.”

“How to prepare and plan a sponsorship program. How to approach the business community.”

“Businesses really like the matching funds program. They like the ability to optimize their sponsorship with the organization.”

“Made us realize the value of acquiring long-time sponsor agreements.”

“The importance of spending time in the planning process, brainstorming with your team, putting together a contact list, and then setting the plan into action. Once we had done our homework we had the confidence to start making our contacts and then the excitement in seeing business come on board and partner with us.”

“The importance of customizing the sponsorship package for each business and the difference between sponsorship and donations. Also, it is all salesmanship, which takes a certain kind of skill that not everyone has.”

“To ask the business what their needs are and then show them how our programs and productions can help them meet their objectives. They have to see some meaningful value in it for them, and some like to feel involved in what you do. The most important things I learned was to be concise and LISTEN.”

“That local businesses really support this type of program. They feel that by sponsoring and having that money matched is exceptionally good for the organization and it encourages local businesses to support cultural organizations instead of sporting organizations.”

“Overall, I think the program is well conceived. The deadlines work well and the support from our provincial rep is absolutely amazing.”

“I think the program is very strong and plays a critical role in assisting arts organizations, particularly emerging arts organizations to start the process of securing private sector funding, necessary to the survival of the organization. artsVest has been critical to development of The Golden Apple Theatre. The company

was in its infancy when the program was started in Saskatchewan -- it has played a critical role in assisting the company to build its sponsor support, its brand and its public profile, which over time should help with the longer-term operation of the organization. ”

“We find the program to be user friendly. Colleen is a fantastic liaison and she went above and beyond to answer questions and provide support. One potential improvement could be to increase the matching percentage on in-kind sponsorships. These sponsorships are equally valuable to cash, but are often more possible for smaller businesses to commit to. It would be great to see some artists involved in the launch event. We are available to create a site specific play! ”

“All we can say is to keep doing it...it definitely is an extremely worthwhile program. We got incredible support from our Saskatchewan Program Manager. Just excellent!!! ”

“Thank you very much for the opportunity to become involved with the artsVest program again this year. It has made a huge difference for our organization! ”

“Thank you so much for the generous support of DIWC in helping nourish a lifelong passion for the theatre and performing arts among school children and the general public in Regina. ”

“The artsVest program is an excellent motivator for an organization our size to invest time and energy in sponsorship.”

“The artsVest program has been incredibly beneficial to the Saskatchewan Archaeological Society because we now have a better understanding of how sponsorship works and will continue to pursue outside sponsorship not only for the artsVest program but from here on in. Thank you! ”

“artsVest prompts us to go forward for participating different program ????? to preserve our custom and culture, traditions, such as helping us for FolkFest. ”

“Thank you so much for this opportunity! Because of artsVest, the Biggar Museum will soon have audio in their museum, the citizens of Biggar will know a more about a few of the businesses in town, a few businesses will know the museum and the services offered. ”

“SNTC has benefited immensely from this program. It has changed how we relate to businesses to create mutually beneficial relationships. Our confidence has gone way up and our bottom line has improved immensely! ”

“I think this is an extremely valuable program for cultural organizations in Saskatchewan. ”

artsVest Nova Scotia:

Lessons learned from participating in the artsVest program:

“The ACA has learned that there is growing interest in supporting community arts and cultural initiatives. Promoting and participating in programs like artsVest is important to creating long-lasting infrastructure to that support.”

“Creating a match and finding the synergy between our organization and potential sponsors.”

“How strong of a bargaining tool it is, and how much more businesses will invest, when they know their

funds will be matched.”

“I found the workshop information helpful, in particular the information about sponsorship in general and how to think about/organize a sponsorship strategy.”

“We're glad that artsVest has made it to Nova Scotia. For a long time, we've had minimal support from local businesses. This program is a start in helping us create some new partnerships.”

“The timing of the program helped Nocturne secure funds earlier in the year than normal, which makes cash-flow and operations much easier --something to strive to add to our timeline next year.”

“Building relationships with sponsors takes time.”

“To be imaginative when it comes to developing sponsor partnerships.

“Businesses enjoy that their sponsorships can stretch farther than their dollar.”

“The ideas presented about working with the sponsors in a mutually beneficial manner. Cross promotion opportunities to help both organizations.”

“Be creative in our approach, custom tailor offers to each sponsorship candidate.”

“Thinking outside the box and breaking down traditional ideas to approach "non-traditional" businesses.”

“I think it would be helpful to offer more hands on help to the participating organizations either through the program director, a consultant or through a 'mentoring' business or organization. Examples of the kind of assistance that could be given include: helping to brainstorm potential sponsors, develop strategies for making contact, providing advice on the sponsorship ask materials, following up on progress, and providing support and advice through the process.”

“We were very pleased to be involved with the artsVest program and feel it has been most beneficial, both to us and to our sponsors.”

“We truly appreciate being granted the opportunity to participate in artsVest. It would be great to see it continue in the longer term with private rather than public funding.”

“Just wanted to say thank you, and that the matching fund will help our budget greatly.”

“Thank you for this opportunity, we are grateful for the support!”

“This program is fantastic for getting organizations started in the sponsorship game.”

“This has been a great opportunity for us to increase our sponsorship funding. The workshops were valuable and provided an insight as to what others in the industry are doing to secure sponsors.”

“Excellent support from Scott Burke!”

“This program is a terrific incentive for both the non-profits and the local business to define and strengthen their relationships.”

“... Thank you for making this program available in Nova Scotia!”

artsVest British Columbia:

Lessons learned from participating in the artsVest program:

“This is a groundbreaking initiative which hopefully will begin to shift the paradigm that currently defines arts funding.”

“The concept of corporate responsibility was a key item that I learned about at the workshops. Until now I respected and supported those businesses who engaged in philanthropy; however I never viewed it as a "responsibility". Upon closer observation it makes sense that a holistic community is one who supports each other. I would like to see more businesses approached with this concept in mind. Too often I feel businesses have a monocular view of the term 'profit' ”

“That there is a significant awareness/acknowledgment/recognition and interest in the value of businesses investing in cultural activities. Further, that this value is resonating at a very high level in the corporate business world. Well done!”

“It made is easy to approach potential sponsors with the prospect that their investment will be matched. artsVest gave us an opportunity to engage with sponsors who usually don't support the art - we were not successful, however we had the conversation, educated them about the arts/culture sector, and that's great; and could lead to support in the future.”

“I was able to apply the skills I learned in the workshop to our latest venture, which is the construction of a new museum/archives facility for our city. I am excited to approach other local potential partners in engaging with our organization in a new way. Rather than merely requesting donations, I am excited to foster and nurture reciprocal relationships where we all benefit and prosper.”

“I learned that there IS interest in the arts in the Cowichan Valley and that businesses, when approached with the idea that the arts and business can be partners, are receptive to the idea. Rather than just asking for money, we have offered them something in return and they have appreciated that.”

“Knowledge about sponsorship including sponsorship strategies, how to write a sponsorship proposal, etc. and skills and experience to make it happen.”

“Matching funds is a great incentive for first-time sponsors.”

“The importance to have a sponsorship package that outlines clear benefits to the sponsors, answers the question "What's in it for me?"

“That the number one factor in securing sponsorships is just to get out and start working on it. The deadlines associated with the program gave our board members a deadline to work to, which was very useful.”

“That there are businesses out there that want to invest in us. It may be hard at times to find them, but they are there.”

“That business in the community is open to supporting theatre in Kelowna, and we were able to provide an actual benefit for the business, ads in the programs, jingles in the shows, and exposure to other citizens of the

area.”

“That it is vitally important to approach the Business community for financial support rather than be totally dependent on Government funds. That it is important to find a Business which can relate to our non-profit and to be able to describe common interests.”

“The workshops were an incredibly valuable experience, they caused me to think about Sponsorship in a new way and revamp or sponsorship program.”

“That by developing a partnership program rather than simply asking for money in exchange for mention (in program, advertising, etc.), we developed a stronger relationship with some of the local businesses.”

“Actually I was very impressed with the design of artsVest. It has been very well thought out and planned. It was good to have the many non-profits of the CRD in the same room when the information session was held. Also the examples used about previous successful partnerships were very helpful. And the sponsor agreement ensures accountability on the part of artsVest.”

artsVest Toronto:

Lessons learned from participating in the artsVest program:

“Most important lesson was to focus on the interests of the business, not just our own needs. Also, the workshops helped in giving a step-by-step approach. The lessons learned on building the proposal were invaluable.”

“The power of matching funds. Our board and company staff were certainly more involved and aggressive in our sponsorship campaign this year knowing that it would trigger additional funding.”

“The opportunity to encourage businesses in the community to engage with culture and realize its importance.”

“One of the take-home messages that we took to heart was that we should be approaching businesses that are a similar size to our organization as they are not so often asked and may obtain the most value from what we can offer. It worked!”

“artsVest was a game changer in our season. It motivated the staff and Board of Directors to seek new corporate sponsorship (which we desperately needed), while also rewarding the company with additional funds to grow the program short-term once a sponsorship was secured. It's a unique and absolutely vital initiative”

“On one hand, I've had considerable experience in dealing with sponsorships in other organizations, but given that I'm now focused on creating what is effectively a brand new company, I found that the artsVest program strongly encouraged me to think of using smaller sponsorships focused around individual performance nights and that this was generated a stronger response than simply asking for donations. The program made us think of grassroots sponsorships as a way of building committed audiences as well as gaining financial support, and I think we will be able to expand on this considerably in our subsequent seasons. The program also forced us to more clearly define and explore the notion of concrete mutual benefits as a key to gaining sponsorships.”

“We learned about the value of thinking creatively in approaching businesses for sponsorship and really

looking for ways to align our work with their business so the partnership could be mutually beneficial.”

“We are a non-profit organization and every penny counts or should I say every nickel counts. I like the idea that the professional development workshop is free for us and that they provided the ASL/Voice interpreters which is an added plus.”

“As a small community arts organization, we have not had much experience and/or resources for sponsorships. Our focus has always been on fundraising and receiving donations. artsVest gave us an opportunity to re-think our strategy and our approach to garnering investments and interest from the community and from local businesses in particular. The workshops were a great learning opportunity for us and gave us some valuable tools and ideas to think about in terms of innovative ways to approach and work with potential partners.”

“The most important thing I learned from this experience is that businesses are very much willing to help and offer what they can. Even with approached sponsors that could not offer us funds, they offered us something, even down the road. It was very encouraging and will motivate me to consider sponsorship options in the future more seriously.”

“It was a great program and a wonderful reason to approach new businesses with more incentive.”

“We learned the importance of building relationships with potential sponsors well in advance of discussing a potential sponsorship. We also learned how to approach potential sponsors and frame the conversation. artsVest prodded us to approach businesses in a way we've not done before; we've learned valuable lessons from that!”

“I hadn't participated in any corporate sponsorship asks before artsVest, so the best thing was finding ways to not be intimidated by the process. I also really appreciate the materials/resources to help get started.”

“Two main items: the importance of building a relationship with a company, and the time required to do so; and the importance of thinking "outside the box" when it comes to creating perks.”

“That approaching sponsorship is all about creating and nurturing a partnership.”

“Understanding the reciprocal nature of sponsorship as opposed to donations, and acquiring some of the language that applies to the process.”

“While participating in the artsVest program, Esprit Orchestra worked on and refined its strategic approach to soliciting corporate support and sponsorships. We learned the importance of strategizing, researching potential companies and aligning the request with the company strategy.”

Reintroduced the organization to the distinctions between sponsorships and donations. Made us reconsider what we have to offer potential sponsors, given our relatively small audience compared to larger arts organizations, and started us thinking about more creative ways to involve corporate partners.”

“It's important to make a potential sponsorship arrangement a friendly and open conversation first, and then slowly add structure to it in the form of an agreement (and structure is important). The arrangement must work and feel right for your organization first and foremost, nothing is worth just the \$\$\$. You must feel good about the relationship far beyond the cutting of the cheque.”

“The most important focus of the sponsorship proposal is the leverage for the business, not the importance or quality of the cause/event/company.”

“Arraymusic learned that the courtship process in securing new sponsorship can be a long-term process; e.g. one of the three potential sponsors that we engaged during this period has visited Arraymusic and opened up lines of communication to other departments in the company that might benefit from associations with Arraymusic. Array also learned to truncate its sponsor request materials and to focus on the high impact for the potential sponsor, not the perceived potential value to Array. “

“The need for us to assign more energy into developing more corporate sponsorship. We feel having had this opportunity which ultimately enabled us to gain new skills (in sponsorship package development, negotiating with businesses) we are better able to approach other businesses in the future.”

“The most important thing we learned was that we can use our program exhibits, performances and events as a tool for corporate sponsorship. As a consequence, we will now hold an annual large-scale production; a culmination of programs from our various sites, and use that event as a conduit for event sponsorship. The event will also be used to fundraise - we will have opportunities such as raffles - an affordable way for our participants to give back. Also, we learned that many people want to give. Those who could not give cash or could not give at that time suggested we call back in a few months or indicated to us what they could give (e.g., a fashion designer could not sponsor but would donate an outfit for us to auction off, an art supply store signed Art Starts up for their major, deep discounts program, etc.) On a related note, the most important thing we did was to produce a great sponsorship package that we can now re-jig and reuse.”

“The most important thing that we learned was how best to prepare and present our sponsorship proposals. In the past, we had typically couriered print packages featuring a multi-page proposal with numerous supporting materials. We learned that it was more effective to submit short, concise digital files.”

“Under advisement of the artsVest workshop, we restructured our sponsorship packages for Nightwood Theatre’s Lawyer Show and received very positive feedback from our previous sponsors. The proposal is much more concise and easier to read, which ultimately makes it more convincing. The cyclical path recommended to us by artsVest (with regards to sponsor solicitation, management, retention) was very helpful, and we feel that it will strengthen our continuing relationships with our sponsors and many of our other business relationships. In addition, the added incentive for previous sponsors to increase their sponsorship amount, allowing us to create new benchmarks for future sponsorship negotiations and continue growing sponsorship opportunities.”

“To develop a meaningful relationship with a potential business partner. To understand their goals, and to determine how you can best help them to achieve their marketing goals through the sponsorship relationship. Also to give sponsorship options, and to develop a clear contract of understanding.”

“The power of matching funds -- it's an extremely strong motivator for the Board of Directors and for the corporate community.”

“The most important thing learned was that it helps to not always sight the obvious partners for sponsorship (eg. financial institutions) but instead to look beyond and explore other ways in which not-for-profit organizations and corporations can align and provide mutual benefits.”

“I think what artsVest is doing is important, and clearly working in the right direction. I would obviously like to see greater funding available for smaller organizations, since without the strong fundraising boards in

place, matching incentives are a strong selling point.”

“Can't think of anything to change. The staff have all been really wonderful in response time and helping to make sure we have not overlooked anything. The website has a great amount of information and the application was easy to share with and be filled out by our sponsors.”

“I think this program is straightforward and I found all of the staff very helpful and positive - thank you!”

“Program is great. Best way to improve it would be to increase its scope.”

“I thought the program was excellent in all respects. (I didn't attend the launch event). Claire Hefferon was always available to answer questions thoroughly and quickly, which was great!”

“Overall, we were pleased with the artsVest program and sponsorship workshops. We are also appreciative of the resources that were forwarded to us throughout the process. We do wish that we had more time and resources to devote to securing more partnerships before the deadline but now have a stronger understanding and base to approach local businesses in the future.”

“I thought the workshops and event provided an effective balance between information delivery and networking opportunities.”

“The Regent Park Film Festival had a great experience with artsVest. It was encouraging to take part in the sponsorship training, learning from the experiences of other organizations facing similar challenges. The matching funds offered great encouragement in seeking out and approaching sponsors. Finally, the staff were exceptionally helpful, showing an understanding of the challenges small nonprofit arts groups can face when securing sponsorships.”

“This was an incredible learning experience. Thanks so much for letting us be a part of the program!”

“BftA is at the forefront of progressive thinking for non-profit fundraising. Private business investment is crucial to growing funds, and BftA is a necessary liaison for these exchanges.”

“We are very grateful for the artsVest Toronto program! We are learning and achieving more thanks to this program.”

“The training that we received as part of the artsVest program has provided long-term value to us as we are now well positioned to pursue future sponsor partnerships. Thank you!”

“Claire was a great support! She was knowledgeable, quick to respond to questions and she celebrated victories with us along the way. After months of effort, it was great to have another person - and in fact, an entire other organization - to celebrate our success with. artsVest allowed me to enter business meetings with a powerful tool to positively reinforce their decision to support the arts. As someone new to corporate fundraising, artsVest's training gave me the confidence to approach senior managers and business owners and feel comfortable that I could speak their language. While the funds awarded by artsVest are limited, the skills they develop are invaluable. It's truly a case of "give a person a fish, they eat for a day, but teach a person to fish and they eat for a lifetime.”

“We're grateful to have had the opportunity to participate this year, and hope to take the lessons learned into future sponsorship solicitations.”

“This is a great program, and we hope to be able to participate in it again.”

“The \$6,000 in artsVest support has been really helpful. It may not seem like a lot in the corporate world, but for a small non-profit this can go a long way. Thanks! We hope the program can continue in the future...”

“We applaud the mission of helping smaller arts organizations open a new approach to funding and involving corporations who have been more likely to support other sectors.”

“We would like to acknowledge and thank Business for the Arts’ artsVest matching incentive program for giving us the tools and incentive to reach out to local businesses. This has been a rewarding experience and we plan on using the sponsorship tools to help us increase our partnerships and support from local businesses in the future!”

“The artsVest program is a very good one - it helped to bring our board together in the search for potential sponsors, and gave extra motivation (and urgency) to the activity. While we may not have been completely successful in generating the required documentation for many of our partnerships in time for the March deadline, enough interest, leads, and asks were generated as a result that TOAE will be experiencing an overall surge in sponsorship revenue in 2014. Our board and staff learned a lot of what it takes to create and sustain a sponsorship (and fundraising!) program within the organization, and have committed themselves to continue this great work. Thank you!”

“Thank you, artsVest, for this valuable opportunity to develop our sponsorship expertise, build and expand our business partnerships, and bring in much needed revenue. It's been tremendously helpful.”

“The initial sponsorship workshop was super informative and really helped us to look beyond the big banks and big brands for sponsorships. Thank you artsVest for the opportunity!”

“The artsVest program gave us the tools to be more confident in our sponsorship proposals. Several of the sponsorships matched by artsVest are from previous sponsors who have already seen the results of their past contributions. They have always believed that there is great value to be had by sponsoring Nightwood Theatre, but we found previous sponsors to be more enthusiastic and gratified when they discovered that a very small increase in their contribution would create a much larger impact on the projects they love to support. This positive reaction and growth in our sponsorship base has allowed us to create new benchmarks for future sponsorship negotiations.”

“I can only say how much I appreciate this opportunity - we have been able to fund a new program with the benefit of the matching funding - incredible - thank you.”

“This sponsorship matching program has provided an incredibly unique opportunity for organizations to explore new partnerships. The various levels of matching based on in-kind or cash sponsorships has expanded the possibilities for discussion and new partnerships.”

“Fabulous! The matching funds acted as a HUGE incentive for us to get ourselves in gear and make corporate sponsorship a priority (against so many other competing priorities).”

III. DATA ANALYSES

The artsVest program is truly designed for small to mid-size arts organizations. 29% of the 275 artsVest

organizations work with less than \$50K operating budget (48% work with less than \$100K and 72% less than \$350K). Only 21% were between \$350K - \$700K and only 5% were between 700K - \$1M budget.

23% of the workshop participants indicated no experience with corporate sponsorship at the time of the workshop. 53% reported very basic skills and only 6% of the participants reported having advance skills in corporate sponsorship.

100% of the participants attributed their sponsorship success to the artsVest training and matching incentives. Collectively, artsVest organizations reached 2.9M audience members through their programs/events.

In 2013-14, more visual arts organizations participated in the artsVest program than any other discipline, followed by music, theatre, multidisciplinary and dance.

Per occurrence and frequency, Category A sponsorships (new business sponsors) were favored by retail industry (61), followed by media (46), finance (43) and restaurants (34). Category B (long-term partnerships) by retail (29), followed by media (27) and financial services (24). Category C (increased sponsorship) & D (returning sponsor) were favored by media and finance services.

The highest number of artsVest sponsorships came from retail industry, followed by media, finance, restaurants/food industry, professional services, hotels and accommodations, manufacturing, real estate and transportation holding the last place.

Sponsored amounts by business sector:

1. In BC, financial, insurance and accounting services and real estate agencies sponsored the highest amounts, followed by manufacturing.
2. In ON, manufacturing, restaurant and food services, professional service orgs and financial services sponsored the higher amounts.
3. In TO, media services, hotel/accommodations and financial services sponsored the higher amounts,
4. In SK, hotels/accommodations, media and financial services sponsored the higher amounts, whereas manufacturing industry sponsored the lower amount.
5. Transportation services sponsored the lowest average amounts across all artsVest communities.

In terms of average amount raised per sponsorship category, SK organizations were able to secure higher average amounts in all four sponsorship Categories (B, A, C and D respectively) compare to organizations in the other three communities. In BC, Category C and in Toronto, Category B yielded to higher average sponsorship wins. In all artsVest communities, with the exception of Saskatchewan, Category A sponsorships brought the lowest average sponsorships amounts (between \$6,500 to \$8,500) and Category C brought the highest average sponsorship amounts (between \$10,000 - \$63,000).

Not statistically significant but interesting to know that in BC, the organizations with operating budgets less than \$100K and in ON, the organizations with operating budgets less than \$50K were more successful with securing cash sponsorships than organizations elsewhere with comparable budgets. In TO, the organizations with budgets between \$350 - \$700K stood out with success rate in cash sponsorships and in SK, the organizations in \$100 - \$350K budget brackets stood out as more successful in securing cash sponsorships. Success with in-kind sponsorships is relatively evenly distributed between regions and across budget categories.

Not statistically significant but interesting to know that in BC and TO, the visual arts organizations were the most successful in securing cash sponsorships versus all other disciplines. In ON, the music organizations

were the most successful with cash sponsorships. In SK, theatre orgs were the most successful in securing both types of sponsorships (cash and in-kind).

REGRESSION ANALYSES RESULTS

There is no significant association between total sponsored amount and the regions, except Saskatchewan. The amount sponsored to the organizations in Saskatchewan is significantly higher, compared to that sponsored to the organizations in Toronto.

The multiple linear regression models have been conducted to examine the association between the total sponsored amount generated and the sponsorship categories. There is a strong association between total sponsored amount and the sponsorship categories A, B and C. In particular, after adjusting for regions, the sponsored amount is significantly lower by \$13,087 on average for sponsorship category A (new business sponsors), compared to others; it is significantly higher by \$21,798 on average for sponsorship category B (multi-year commitment); and significantly higher by \$15,925 on average for sponsorship category C (increase from existing business), compared to others. However, there is no association between total sponsored amount and the sponsorship category D (the business has sponsored a local arts or heritage organization before but has never before sponsored this organization).

The multiple linear regression models have been conducted to examine the association between total sponsored amount generated and the business sectors, after adjusting for regions. The regression analysis results show that there is no association between total sponsored amount and business sectors, except hotels and accommodations and media services. In particular, after adjusting for regions, the total sponsored amount is significantly higher by \$22,831 on average from hotels and accommodations and higher by \$13,200 on average from media services, compared to others.

There is a strong association between number of sponsors secured and the regions. As compared to Toronto, the number of secured sponsors is significantly higher by 4.72 on average for organizations in Saskatchewan, significantly higher by 3.34 on average for Ontario's organizations and significantly higher by 1.62 on average for organizations in British Columbia, after adjusting for regions.

There is a strong association between the number of secured sponsors and the number of approached businesses. As compared to the organizations who approached 16 and more businesses, those who approached 1 or less businesses reached significantly less number of sponsors by 5.55 on average, those who approached from 2 to 6 businesses reached less number of sponsors by 4.25 on average, those who approached from 7 to 10 businesses reached less number of sponsors by 2.98 on average, and those who approached from 11 to 15 businesses reached less by 2.32 number of sponsors on average, after adjusting for regions.

There is no association between total sponsored amount and the number of paid staff in the organizations, after adjusting for regions.

There is no association between total sponsored amount and the number of board members in the organizations, after adjusting for regions.

As compared to the organizations who had 50 or more volunteers, those who had 10 or less volunteers secured significantly less sponsored amount by \$14,956 on average, after adjusting for regions.

The logistic regression analysis was conducted to examine the association between the business sectors and

the organizations' disciplines, adjusted for regions. The results of the analysis show that there is no association between the business sectors and the organizations' disciplines.

There is no association between the organizations' budget size and the sponsorship categories, except category C (the business has supported this organization in the past three years – artsVest will match any increase from the most recent year). In particular, the operational budget is higher by \$85,850 on average for sponsorship category C compared to others, after adjusting for regions.

The multiple linear regression analysis results revealed that there is no association between the number of paid staff and the sponsorship categories, except category A (new business sponsor). In particular, those arts and heritage organizations securing sponsorship category A have higher number of paid staff by 2.53 on average compared to others, after adjusting for regions.

There is no association between the organization's age (number of years since the organization has been incorporated) and the success in securing artsVest matching funds. The results of multiple logistic regression analysis show that there is no association between cash/in-kind and the organizations' budget size and disciplines, after adjusting for regions.

The multiple logistic regression analysis results revealed that there is an association between cash sponsorships and retail and finance, insurance and accounting services. In particular, after adjusting for regions, likelihood of securing cash is significantly higher by 6.56 times from finance, insurance and accounting services, compared to others and the likelihood of getting cash is significantly higher by 5.62 times from retail, compared to others.

The multiple logistic regression analysis results revealed that there is an association between the likelihood of securing in-kind sponsorships and such business sectors as restaurants & food services, hotels, retail and media services. In particular, after adjusting for regions, the likelihood of getting in-kind is significantly higher by 4.96 times from restaurants and food services, by 4.95 times higher from media services, by 3.52 times higher from hotel and accommodation services and by 2.29 times higher from retail services compared to others.

IV. CONCLUSION

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, Business for the Arts reached **275** cultural organizations in the provinces of Ontario, Nova Scotia, British Columbia, Saskatchewan and the City of Toronto. We have seen participating cultural organizations partner with **763** businesses and create **834** meaningful partnerships, of which **723** were long-term, generating **\$3,959,130** in new private sector investment from **\$1,139,004** matching funds to date, and resulting in an influx of **\$5,098,134** to the cultural economy.