A TOOLKIT TO DEVELOP CULTURE & CREATIVITY IN WATERFORD

HOW TO BUILD CULTURAL AND CREATIVE COMMUNITIES

CONTENTS

INTRODUCTION

Place and ***community*** are critical components in making a town or city a desirable place to live and work. What makes a location special is its character, its people, its local traditions and culture and how these are lived and expressed as part of the local community.

To make smaller towns sustainable their traditions and culture must be nurtured, supported and planned for, so that they can express and celebrate their cultural identity and foster social and economic prosperity and vitality in their area.

Good community planning includes opportunities for developing a dynamic creative and cultural sector. Every community has amongst its citizens artists, creatives, people skilled in traditional crafts and those passionate about their local heritage; however their potential and what they offer to the wider community remains largely untapped and underdeveloped. Such players when placed at the heart of community planning create connections and drive exchanges, events and programmes which enrich the local community.

Communities need tools to help them to build these relationships and engage with creative and cultural players locally, so that they can develop a place where creative possibilities are poised to happen.

This toolkit is Waterford's starting point for such work.

Creative Ireland

Creative Ireland is a five-year Programme which connects people, creativity and wellbeing.

We are an all-of-government culture and wellbeing programme that inspires and transforms people, places and communities through creativity.

We are committed to the vision that every person in Ireland should have the opportunity to realise their full creative potential.

Established in 2017, Creative Ireland was born out of Ireland 2016, the hugely successful state initiative to mark the hundredth anniversary of the Easter Rising. The Programme drew inspiration from the extraordinary public response to the Centenary and the thousands of largely culture-based events exploring issues of identity, community, culture, heritage and citizenship.

Through partnerships with local and national government, cultural and enterprise agencies and local enterprise, we create pathways and opportunities for people and communities to unlock their creative potential.

We believe in the power and creative potential of people, organisations and government departments working together, sharing expertise, to catalyse ideas and action. Through our focus and co-ordination, we will forge an eco-system of creativity.

The Programme is built around key themes: **Creative Youth**, Creative Communities*, **Creative Places,** Creative Nation.

Waterford's Cultural and Creativity Strategy 2018 – 2022 sets out the plan for Waterford in this national initiative. It outlines the priorities for cultural and creative development across the county and its vision to;

> *'Create a cultural and creative ecosystem in Waterford which builds on existing core strengths, increases cultural competency across the county to develop and deliver programmes reflective of community needs, and provides opportunities for access, participation and engagement in culture and creativity for all citizens.'*

This toolkit forms part of the implementation of Waterford's Creativity and Cultural Strategy 2018 – 2022.

Who is this toolkit for?

This practical toolkit has been designed to assist local communities across Waterford to understand how best to develop culture and creativity in their local area.

How will it help me?

The aim of this toolkit is to provide individuals and communities in Waterford a step-by step approach to:

- Developing local cultural or creative offers and experiences
- Identifying target audiences and customers
- Building a framework for developing culture and creativity in your local area
- Working in partnership
- Communicating your message
- Funding your idea
- Evaluating your success

How to use this toolkit

There are eight sections in this toolkit combined with a set of exercises and checklists to help you get started.
The Toolkit is intended as a resource – you can chose to read it from cover to cover, or just complete the exercises and checklists relevant to you at any given point in your development.
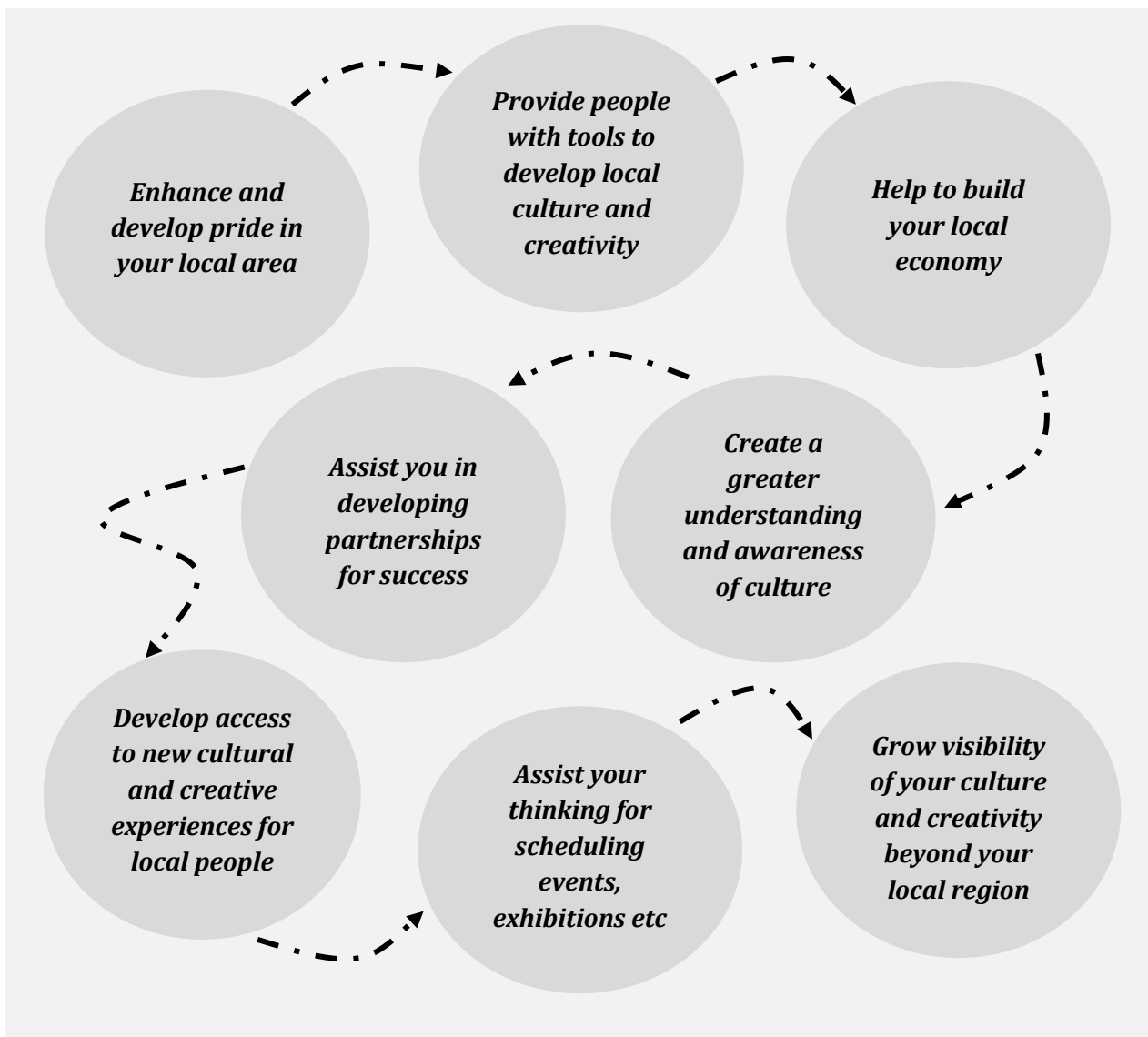
SECTION1: DEVELOPING YOUR LOCAL CREATIVE OFFER/EXPERIENCE

Understanding your community needs and how you satisfy these needs is crucial to growing your creative programmes, services and events and to attracting audiences. It's important therefore, for you to assess what your community needs and how your idea sits in context with this.

Is what you are planning to do going to have an impact on a specific audience and will it benefit your local community or your business?

WHAT WILL DEVELOPING LOCAL CULTURE AND CREATIVITY DO FOR MY COMMUNITY?

Enhance and develop pride in your local area

Provide people with tools to develop local culture and creativity

Help to build your local economy

Assist you in developing partnerships for success

Create a greater understanding and awareness of culture

Develop access to new cultural and creative experiences for local people

Assist your thinking for scheduling events, exhibitions etc

Grow visibility of your culture and creativity beyond your local region

Culture and creativity in a community reflects to how people in that community wish to live; on the cultural values, identity and preferences of residents and other stakeholders from specific groups or individuals e.g. visual artists, drama groups, musicians, local historians, thatchers, weavers, etc . It encompasses activities and engagements which are both amateur and professional, formal and informal, happening in cultural spaces and places which are non-specific but valued by the local community.

You may already have decided what element of culture you would like to develop in your community and already know what you want to achieve, for example:

➢ A drama club that wants to stage an annual production in your local area and to develop a youth drama club in your town.

➢ A local history group which wants to develop a heritage trail for your area.

➢ A local development group or committee who sees the development of culture / creativity as having potential to increase tourism to your locale.

➢ An individual / group of people with an interest in a specific artform, craft, etc who want to develop an engaging creative project for local people

or you may be at the very early stages of your cultural development, not really knowing exactly what would work for your local community.

For arts and cultural organisations, you are the people who best know your programmes and services and what you already have to offer. You need however to ensure that what you offer is well-understood by those who are making choices about whether to choose you or to do something else with their time.

Your planning needs to reflect how you will use limited resources effectively to target your customers, and if desired, tourism to your region. The starting point for this work lies in evaluating the value of time/resources spent in trying to accessing your audiences directly.

In addition you need to consider your specialism, your niche – are you in a defined market? For example:

▪ Contemporary design / craft

▪ Creative Industries development

▪ Cultural heritage

▪ Indigenous culture

▪ Natural heritage

▪ Visual arts etc.

BEFORE YOU START – ASK YOURSELF?

What are you trying to achieve?	**What do you want to achieve from developing culture and creative engagement locally?** *Are you trying to bring people together, set up a festival, run a local club or society, respond to a local need for cultural activity – or for specific target groups in your community?* *Are you seeking greater access, awareness, engagement or participation in cultural activities and programmes - or a combination of these?* *Are you trying to develop new tourism potential etc?*
What do you have in place already to build upon?	**Local committees, interested individuals, heritage group etc.** *What is available locally - heritage sites, local choir, drama group, artists collective / workshops, craftspeople, GAA club etc?*
Who will benefit from this work (who is it for)?	**Is what you are trying to do for everyone or for specific people in your community?** *(E.g. children and young people, the elderly, new communities, people with a disability, artists and creatives, local businesses, tourism partners etc)*
Who needs to be involved?	**Depending on what you want to do – who do you think needs to be involved in the first instance?**
What will success look like?	**If you look back a couple of years after you have developed your creative or cultural capital - what will have improved for local people?** *How will your community have benefitted?* *How will you have measured that success?*

EXERCISE 1	Your rationale for cultural/creative development in your community
What do we want to achieve?	
What element of our existing culture / creativity is best to build upon or – do we want to develop something totally new for our community?	
Who will benefit from our work?	
Who needs to be involved to get the process moving?	
What will success look like?	

To develop a cultural offer which is sustainable you need to look carefully at your local area, understand what is already available to you, what you want to build upon and develop your thinking around that.

See **EXERCISE 2**

EXERCISE 2

Auditing Your Local Area

This exercise will help you to identify your community's existing cultural and creative offer – and for whom, enabling you to assess the most appropriate areas for cultural development in your community

	Yes	No	Development potential	For whom?	How often available?	Where available?	Responsibility *e.g. Local Group or champion*
Performing Arts *e.g. music, dance, drama groups and programmes*							
Visual Arts *e.g. visual arts programmes, exhibitions etc*							
Street Arts and Spectacle							
Creativity *e.g. Coderdojo, music tech, design hub, high-end craft*							
Cultural Heritage *e.g. Irish language, traditional song, dance*							
Cultural Infrastructure *E.g. arts office, community hall, library, GAA club etc.*							

Festival(s)							
Traditional Crafts / Skills *e.g. thatching, traditional building skills etc*							
Social History *e.g. Historical Society, historic walks*							
Built Heritage							
Natural Heritage *e.g. natural assets – Copper Coast heritage trails, programmes*							
Sports *e.g. GAA, Hurling, soccer, camogie*							
Other							

SECTION 2: IDENTIFYING YOUR TARGET AUDIENCES

Who is your cultural / creative development for?

Defining those for whom you are developing your local cultural and creative potential is important at the outset, so that there is a clear focus for all on who will benefit. You may be trying to build a programme of cultural/creative development for:

➢ Children and young people
➢ Community groups
➢ Artists / creatives
➢ People with a disability
➢ New people living in your community
➢ Tourists
➢ All those who live in your local area

Everyone makes individual choices regarding their personal interests - what they like to get involved in, how they like to be involved, what they want to spend in terms of time or money etc. Understanding how people make these choices will increase your potential to attract them to your organisation, programme, location etc.

EXERCISE 3 - will help you to identify your target customers / audiences, what they expect from you and how you will satisfy their needs.

Consider the following:

Who are your customers?

- *Individuals with a special interest in what you are developing*
- *Families, children, elderly etc.*
- *Tourists*

How do they buy? *Consider how people will interact with what you have to offer them.*

- *As a group – educational/ special interest*
- *As individuals*
- *As a family e.g. young children, adolescents*
- *As tourists visiting your area*

What do they want from you? *Are they looking for what you have to offer specifically?*

- *Your location*
- *Your programme/activity/event*

Where do they access information? *How do they find out about what you have to offer?*

- *Online, via social media, websites, etc*
- *Offline – library, community resource centre, tourist office, school, sports club etc.*
- *Local / regional media - radio, newspaper, community newsletter etc.*

When do they make their choice?

- *Planned in advance – e.g. Ticketed events,*
- *Sign up for programmes and activities*
- *Weekly / seasonal participation*
- *Specific events / festivals*

SOME METHODS FOR COLLECTING INFORMATION ABOUT YOUR INTENDED AUDIENCES:

- Be GDPR Compliant. Ensure prior consent of individuals has been obtained before data collection. For more information go to www.dataprotection.ie.

- Face-to-face questionnaires
- Booking office databases *(GDPR compliant)*
- Online surveys
- Informal get-togethers
- Post-event communications
- Local schools
- Library services
- Registration for free events
- Ezines
- Subscriptions
- Friends Programmes
- Online competitions

Why do they choose you? *It is important that you understand the motivation for your audience. Being clear about this will make it easier for you to target your message for your specific customer.*

- *Your commitment to improving culture or creativity in your area*

- *Your reputation – for culture, heritage etc.*

- *You are in close proximity to a major attraction*

- *Trust in your programme*

- *Trust in you - the people developing culture and creativity in your community*

EXERCISE 3   Identifying Your Target Audiences

This exercise allows you to examine your target audiences in terms of their expectations and your appeal to them. Identify the two key markets you want to benefit from your cultural / creative planning and what you need to do to have them choose to engage with your programme, event, activity, organisation, business etc.

Who are your target audiences? *Ask yourself if they are new or existing*	What do they want from you? *What matters to them?* *What do they expect from your offer?*	How will you satisfy their needs? *What is your offer for them?* *Does it respond to their need?*	How do you differ from what is already on offer from competitors? *Why should they choose you?*
Audience 1:			
Audience 2:			

SECTION 3:
Understanding your local context

Whether it be culture, creative practice or heritage that you wish to develop in your local area it is helpful to understand the local context for your development planning.

In recent years Waterford Cit and County Council has positioned cultural development as a core part of its city and county planning agenda. It forms an integral part of the Local, Economic and Community Development Plan and is catered for within the Local Authority through the Libraries, Heritage, Arts, Conservation, Irish Language and Enterprise portfolios; with each of these areas providing information and opportunities to connect people and place and to drive the cultural agenda for the county at local level.

The Creative Waterford Team is the first point of contact for the development of culture and creativity in the county.

Members of the Creative Waterford Team include:

Katherine Collins	Creative Waterford Coordinator	kcollins@waterfordcouncil.ie
Kieran Kehoe	Director of Services	kkehoe@waterfordcouncil.ie
Jane Cantwell	City and County Librarian	jcantwell@waterfordcouncil.ie
Billy Duggan	Economic Development, Senior Executive Officer	bduggan@waterfordcouncil.ie
Bernadette Guest	Heritage Officer	bguest@waterfordcouncil.ie
Jim Lenane	Assistant Irish Officer / Oifigeach Gaeilge Cúnta	jlenane@waterfordcouncil.ie
Eamon McEneaney	Director – Waterford Museum of Treasures	emcneaney@waterfordcouncil.ie
Joanne Rothwell	Archivist Records Manager	jrothwell@waterfordcouncil.ie
Rosemary Ryall	Conservation Officer	rryall@waterfordcouncil.ie
Rosemary Ryan	Keeper, Waterford Museum of Treasures	rryan@waterfordcouncil.ie
Conor Nolan	City Arts Officer	conornolan@waterfordcouncil.ie
Margaret Organ	County Arts Officer	morgan@waterfordcouncil.ie
Sinead O'Higgins	Executive Librarian	sohiggins@waterfordcouncil.ie
Máire Seo Breathnach	Irish Language Officer / Oifigeach Gaelige	msbreathnach@waterfordcouncil.ie

SECTION 4:
YOUR MESSAGE

It's important that you consider what you are going to say to your audiences in the early stages of your planning. Your success will be dependent on the early development of your message.

Having a clear message in place builds understanding of the value of developing culture and creativity in your community.

This section helps you to make what you offer clear and concise for people to engage and participate.

Think about what you want to say and to whom

What you are looking to develop might be the same for a range of different audiences / sectors within your community; however the language you use to describe what you are offering needs to be different for each audience and should reflect their needs specifically.

FIVE TIPS FOR DEVELOPING YOUR MESSAGE

1. Start by forming your overall message – what your idea is all about.

2. Keep your language clear and relevant to those whom you want to attract.

3. Think about what you want to tell them, about you, your organisation, your reputation, your track record etc.

4. Build your message to respond to their needs – consider what matters locally, fit in with the local conversation and development agenda.

5. Keep yourself informed of what is happening across your county and regionally in terms of cultural and creative development – so that you are not duplicating effort across a small area.

Exercise 4 provides a template for developing your message for your audience. Use it to help you to define what you want to say for distinct audiences (for example, if you are messaging to a special interest group, a group of artists or creatives, a local music group, a group of children etc).

What you offer might be essentially the same for each group (in the case of an event, performance etc) but reflecting it in a way that suits your specific audience individual needs, will determine the language that you use and will differ for each audience grouping. The exercise comprises the following elements:

➢ Identifying your target **CUSTOMER**

➢ Outlining the **OPPORTUNITY** – *what's in it for them*

➢ Defining your **SOLUTION** – *how you will meet their needs*

➢ Your **TEAM** – *highlighting who's behind the idea*

➢ Showing why choosing you will be to their **ADVANTAGE** - *over alternative choices that they might make*

➢ Letting them know the RESULTS they will get – *from choosing you and what you have to offer*

EXERCISE 4	Developing your customer message
Hook *Find something compelling to get them interested and pique their attention*	
CUSTOMER ***Think – are you talking to them directly?*** *You need to do this for them to listen.*	
OPPORTUNITY ***What's in it for them?*** *What will they get out of it?*	
SOLUTION ***What will you actually do / offer?*** *(collective, creative hub, new heritage trail, dance programme etc)*	
TEAM ***Who's on your delivery team?*** *(Tell them who's behind the project and why they should trust you.)*	
ADVANTAGE ***What will they get from you that they will not get from others?***	
RESULTS ***What difference will it make for them and for your community?***	
Request ***What do you want them to do next?*** *(subscribe, purchase a ticket, sign up to be involved, attend, get involved etc)*	

Creating awareness of your cultural /creative offer

- Provide timely information about your events, workshops etc to relevant information portals – online and offline (libraries, local arts centre, local businesses)

- Cross-promote with other cultural providers in your area / region, particularly with social media.

- Use local, regional and national press when relevant and as required.

- Develop informal meet-ups with stakeholders so that they know what you are doing

- Look at the tourism statistics for your region - why do people come to your region / hone in on that - do you have an offering for them also?

- Get involved with local / national events – e.g. Culture Night, Cruinniú na nÓg, Harvest Festival, Waterford Cultural Quarter, SPRAOI etc.

- Get feedback from your audience on their experience.

- Refresh your offering to suit changing audience trends (as needed)

In many cases within the culture and creative sector marketing budgets are no more than wishful thinking. Where a very limited or no marketing budget is available to you, you need to become savvy about your publicity planning.

Developing awareness of what you offer to both can be of interest to news media at local, regional and national level – provided you have considered your target audiences.

JUN 23 Collaborative Mosaic Trail for Waterford Cultural Quarter
Public · Hosted by The Art Hand

★ Interested   ✓ Going   ...

Saturday, 23 June 2018 from 11:00-17:00
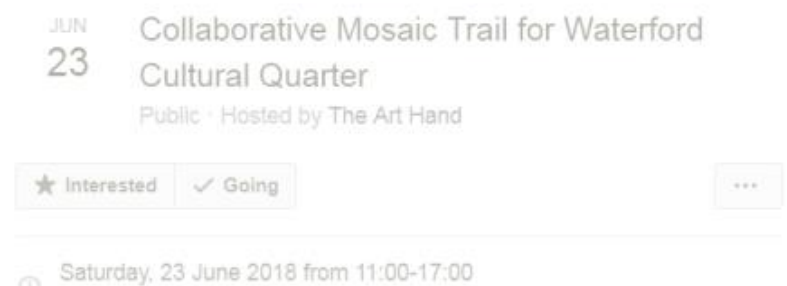
Be Online

Ongoing developments in technology provide you with more targeted opportunities to speak directly to your customers and stakeholders and to culture and creative individuals and groups beyond your local area.

Understanding where your potential audience is online will help you to get better results from your online marketing efforts.

Be where your audience is online - develop Google Adword Campaigns or targeted social media advertising etc for specific events, programmes etc.

Manage your website (if an organisation) – it is a key marketing tool. Carry out search engine optimisation and post regular updates to your site to keep it visible to Google and other search engine providers.

Create a Blog – find your voice and tell your story. Talk about what is current and related to your offer and to your customers' needs.

Use social media channels including; Facebook, LinkedIn, Instagram, TikTok, YouTube, Twitter, Flickr, Pinterest, etc. Choose which channels work for your message.

Create video footage / excellent photography of your experience / product / service - of people engaging with what you have to offer. This can help you to build connectivity with a wider community online igniting interest in your audiences.

Encourage user-generated content on your website and social media feeds.

Seek testimonials from those who have experienced what you offer – people generally trust what others have to say.

Communicate through local organisations - places where your audiences congregate – local schools, libraries, churches, GAA grounds, shopping areas

Exercise 5 will help you to examine how you are currently communicating with your customers

EXERCISE 5	Communicating with your customers
	This exercise can be used to help you to examine how you are currently communicating with your customers / or how you intend to do so

What methods do you use to communicate with your customers	Yes	No	Intend to
Blog	☐	☐	☐
Cross-promotion with other creative / cultural organisation	☐	☐	☐
Customer feedback	☐	☐	☐
Direct Mail	☐	☐	☐
Email	☐	☐	☐
Ezines	☐	☐	☐
Membership (Friend's Scheme etc.)	☐	☐	☐
Mobile App	☐	☐	☐
Mobile Marketing (SMS messaging etc.)	☐	☐	☐
Online Surveys	☐	☐	☐
Social Media	☐	☐	☐
Targeted Campaigns	☐	☐	☐
Trip Advisor or similar	☐	☐	☐
Website	☐	☐	☐

When communicating with your customers, do you…	Yes	No	Intend to
Segment your audiences?	☐	☐	☐
Create targeted offers for each customer segment?	☐	☐	☐
Ask what they want from you?	☐	☐	☐
Develop products in response to their needs?	☐	☐	☐
Seek their feedback when they have experienced what you have to offer?	☐	☐	☐
Communicate with customers beyond your local area / region?	☐	☐	☐

Public Relations	Yes	No	Intend to
Do you develop press releases?	☐	☐	☐
Are you connected with your local press / radio?	☐	☐	☐
Do you maximise local marketing opportunities?	☐	☐	☐
Do you maximise local marketing opportunities?	☐	☐	☐

Online Communications – Your Website	Yes	No	Intend to
Do you have a website for your offer?	☐	☐	☐
Do you regularly update your website?	☐	☐	☐
Do you have a video of your product/experience on your website?	☐	☐	☐
Do you link to other websites?	☐	☐	☐

Online Communications – Social Media	Yes	No	Intend to
Do you have a social media strategy in place for what you are offering?	☐	☐	☐
Competitions	☐	☐	☐
Joint promotions (with other cultural providers)	☐	☐	☐
Facebook	☐	☐	☐
Instagram	☐	☐	☐
Twitter	☐	☐	☐
YouTube and/or Vimeo	☐	☐	☐
LinkedIn	☐	☐	☐
Pinterest	☐	☐	☐
TikTok	☐	☐	☐
Snapchat	☐	☐	☐
Online advertising	☐	☐	☐
Facebook advertising	☐	☐	☐
Google Adwords	☐	☐	☐
Other	☐	☐	☐

A Toolkit to Develop Culture and Creativity in Waterford: 2nd edition

BLOCK T is an artistic social enterprise which uses creativity as a medium to enrich people's lives. The people at BLOCK T aspires to influence societal change through cultural engagement.

The beginning

It all started with an idea for the development of a creative cluster in the city of Dublin; an idea born of three artistic individuals who saw the need for support of the creative community. With no funding and nothing more than a belief in their idea, together they convinced a local business to let them use a dilapidated tile warehouse where they opened up a shared workspaces including artist's studios and a space to collaborate on possible projects and to exhibit. What **BLOCK T** is today grew from these small seeds.

How did they gain traction?

They connected with people and projects across the city, met with the City Council and connected with what was happening locally in creative industries development.
They connected with the local business community – building their trust and showing, through engaging events and exhibitions, the value of creativity within the local community.

They sought awards to increase their visibility and to enhance funding and development. They looked for funding through every source possible. They were (and remain) totally flexible in their approach to development, but are always mindful of their vision and what they are working to achieve. With this commitment to vision comes success.

What makes it special?

The **BLOCK T** founders were committed, from the beginning, of their value to the local community in Smithfield, Dublin and to creatives seeking a place to belong in the city. Now **BLOCK T** is: a professionally managed creative cluster offering support and facilities to creatives and a space to create, connect, educate, engage, celebrate and exchange cultural ideas.

SECTION 5: WORKING IN PARTNERSHIP

This section is designed to help you to develop relationships with others in the cultural and creative sector in your area and beyond.

Build your network

Build your networks and seek individuals and organisations with whom you can create partnerships. Use your local structures for culture and creativity. The various individual members of your local Creative Ireland Culture Team in the first instance and then organisations and individuals who are working in the same cultural space as you e.g. dance, heritage, traditional skills/crafts etc.

There is no single *right* way to develop a partnership so in terms of developing creativity and culture in your community, don't do it alone. Finding and creating what will work best for your community is a collective effort and is best achieved when a group of people (local champions, writers, artists, businesses, cultural players, story-tellers etc) come together and share insights, experience and development potential.

Exercise 6 will help you to develop your collective response to your community / local need.

Embrace partnership

Two heads are always better than one…

➢ Get to understand your local and regional cultural and creative industries infrastructure. Be aware of what is happening e.g. Heritage Week, Arts Programme, Festivals, Creative Ireland etc.

➢ Integrate what you have to offer into the local cultural network. Be creative - invite your networks (local and regional as appropriate) to an event / exhibition, showcase to help them better understand what you offer.

➢ Attend relevant briefings and events and get to know and stay in touch with your Creative Waterford Team.

➢ Sign up for cultural Ezines and connect with online social media groups who are doing something similar to you.

➢ Develop local links and collaborations and then build on them as appropriate. Think across communities and boundaries – is there someone else thinking the same thing as you? Might you be able to work together to make it happen faster, better, more often, in multiple locations etc?

➢ Learn from other people's mistakes – fail fast / fail cheap.

➢ Devise innovative ideas, programmes and events with your partners to engage and inspire your audiences.

➢ Mix it up – consider how what you are developing might work in different locations – in unusual places – e.g. working with a heritage partner to deliver a music event in an ancient space etc.

➢ Create synergies with others but don't limit your collaborations to creatives only - work across sectors with education, business, tourism, industry partners etc to develop what works best for your community.

➢ Ask for help!

EXERCISE 6	Working Together to Refine Your Idea
	This exercise is used to help you to explore with partners what will work best for your community and how together you can present a compelling offer for your audiences, community , customers.

What is the significance of what you are developing to your community, your county, your region?

Who locally has the expertise or connections to deliver success?

Who do you need to connect with beyond your local area?

What specifically do you want from each individual, organisation?

Who will take responsibility for making these connections?

What message are you giving them to get their buy in to work with you?

What is the timeline for completion of this partnership development process?

SECTION 6:
FUNDING YOUR IDEA

Financing your idea should be made up of a range of different funding mechanisms which includes the following elements:

- ➢ Local Authority Funding

- ➢ Programme Grants from national, regional, local agencies

- ➢ Your own resources (income from your concept)

- ➢ Sponsorship

Getting to grips with funds available locally and nationally

Sometimes we are so caught up in developing large-scale fund-raising elements that we don't look closely enough at what is available to us locally at other opportunities to raise funds or benefit-in-kind for our idea.

GRANT-AID

A grant is a subsidy for your organisation / idea. A funder provides money to you expecting that you will use it well. There are many kinds of grants available, from small voluntary sector grants to large grants by international foundations. Some grants are solely for individuals and others are designed for groups. Some are for once-off capital expenditure (for example, a building), others are for programming (for example, running a pilot project), whereas yet others are for longer-term support (for example, core staffing costs).

Statutory Grants are provided by the State to no-profit organisations in Ireland. These are generally administered via Pubic Sector bodies, Local Authorities and other statutory agencies, for example Arts Act Grants available via your Local Arts Office and Creative Ireland programme grants. LEADER is also a useful Grant provider at local and county level as are

CREATIVE IRELAND

The Creative Ireland programme is a culture-based central Government initiative running from 2017 – 2022 to place creativity at the centre of public policy. It provides funding to local authorities through their Culture Teams locally to deliver on the national Creative Ireland vision.

During the lifetime of the Creative Ireland programme in Waterford, a county-wide Open Call for applications for funding for Creative Projects to be developed in the same year was publicised. This call has been open to Community Groups, Organisations and Individuals involved in Culture & Creative Sectors within County Waterford (including but not limited to: artists, writers, performers, archaeologists, historians, archivists, people working in the creative industries – essentially anyone involved in the creative or cultural arena in Waterford City and County.

Creative Waterford will continue to provide this Open Call funding programme in 2022. In addition keep an eye out for other funding programmes being run by Waterford Council from time to time.

Some potential funding sources to support your project include:

Agency	Website
The Arts Council	http://www.artscouncil.ie/available-funding/
Community Foundation of Ireland	www.communityfoundation.ie
Creative Europe	https://www.eacea.ec.europa.eu/grants_en
Department of Tourism, Arts, Gaeltacht, Culture, Sport and Media - Funding	https://www.gov.ie/en/publication/f2ed0-culture-grants-and-funding/
Department of Culture, Heritage and the Gaeltacht – Creative Ireland	https://www.creativeireland.gov.ie/en/
EIL Seed Fund	www.eilireland.org
Fáilte Ireland - Funding	https://www.failteireland.ie/Identify-Available-Funding.aspx
Healthy Ireland Fund	https://www.pobal.ie/programmes/healthy-ireland-fund/
The Heritage Council	https://www.heritagecouncil.ie/funding
LEADER Programme	https://www.pobal.ie/programmes/leader-programme-2014-2020/
Local Arts Office	http://www.waterfordcouncil.ie/departments/culture-heritage/arts/funding.htm
Local Creative Ireland Fund	http://www.waterfordcouncil.ie/departments/culture-heritage/creativeireland.htm
Local Enterprise Office	https://www.localenterprise.ie/Waterford/Financial-Supports/
Local Heritage Office	https://www.waterfordcouncil.ie/media/forms/culture/index.htm
The National Lottery	https://www.lottery.ie/news/good-causes
Údarás na Gaeltachta	http://www.udaras.ie/en/forbairt-fiontraiochta/cunamh-airgid/
Coca – Cola Thank-You Fund	https://www.coca-cola.ie/community/thank-you-fund
The Ireland Funds	https://irelandfunds.org/

Remember…

Most funds have windows of opportunity in a given year while others are provided for once-off projects only. All are competitive in context so developing your ask correctly is essential. It is important that you keep yourself informed of the funding landscape and what is available to you locally and beyond.

In terms of accessing larger funding pots it is useful to work with other agency partners or cultural / creative entities, so that your case bears more weight and has the potential to succeed against the competition.

Don't ever think you are too small to go big!

So where do I start?

DEVELOPING A FUNDRAISING STRATEGY

A fundraising strategy is a document to help you plan how you will generate income to fund your activities in the short, medium and long term. It will help you to explore where you are now, where you want to be and how you will get there. It doesn't need to be a complicated document but used as a planning tool that gives you the information you need to plan your fundraising activities in line with your objectives for your project, concept etc.

A fundraising strategy can help by:

➢ Providing clarity about what needs to happen to get the funds required for success

➢ Dividing responsibilities across your team

➢ Ensuring your organisation doesn't run out of money

➢ Communicating your purpose to your stakeholders

Steps in developing a Fundraising Plan

➢ Establish a Fundraising Committee

➢ Develop a Case for Support

Forming a fund-raising committee

A Fundraising Sub-Committee is generally be made up of one internal representative and up to four other local influencers – e.g. those from local businesses, cultural, educational organisations etc.

The makeup of this group is essential. Those involved should be willing to use their networks to the benefit of developing your idea and be passionate about it coming to fruition.

Starting the Process

- Identify who should sit on your Fundraising Committee

- Recruit your Committee paying special attention to your choice of Chair

- Develop a shortlist of potential donors / sponsors[1]

- Develop a list of the funding partners / programmes which match and meet your idea

- Discuss shortlist with Chair

> Use **EXERCISE 4** to help you craft your message for your sponsor. Replace the word 'Customer' with 'Sponsor' to develop a winning funding request.

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[1] The average conversion ratio applied to fundraising is 6:1, (i.e. for every 6 prospects you gain **one** conversion)

Choosing a sponsor or donor for your idea

- Develop individual strategies for approaches based on who knows them or can gain access.

- Identify potential members for the development of your Fundraising Committee.

- Decide levels of corporate giving required to fulfil your indentified projects or programme areas which require support. Develop your Fundraising Programme with 'best fit' sponsors in mind.

- Develop your outline pitch and rework it for each of your intended donors / sponsors.

- Continue to identify and update your database of potential funders. Request members of the Fundraising Committee to 'open doors' for your organisation to make an approach to members of their individual networks.

Who does the asking?

In terms of building an effective relationship with a potential donor/sponsor the door should be opened by the individual with direct connectivity to the donor. Depending on the particular circumstance this individual may do no more than open the door to a conversation and let your team take the process further. The leadership for this process normally includes:

- Project Champion
- Chairperson of the Fundraising Committee
- Fundraising Manager

Writing Applications for funding

Success in winning funding from competitive awards and funding programmes comes from a good application. The strength of your application depends on how good your idea is and how it fits with the objectives of the funding programme to which you are applying.

Your funding applications need to:

- ✓ Identify what's in it for the funder
- ✓ State what your work will do in achieving the aims of their funding programme
- ✓ Be clear and tell your story
- ✓ Be connected to the local / regional agenda (tourism, artistic, creative etc)
- ✓ Be sustainable and have a potential long-term impact
- ✓ Have a plan for delivery
- ✓ Have clear partnerships in place for successful delivery

Watch out for application writing programmes which are available locally form time to time. Attend theses to hone your writing skills and get your message across. Alternatively work with a professional copywriter or application development specialist in the first instance to help you to define your message and to transfer learning into your organisation, so that you have the skills to write on your own behalf the next time around.

Developing Your Case

Your Donors / Sponsors	• Tell tem how supporting you will satisfy the motivations of individual donors / sponsors
Your Case	• Let them know why you need the specific donor / sponsor and the benefits to your project as a result of their support
Your Needs	• Identify clearly what you need from the donor / sponsor specifically to realise your Vision
Your Vision	• Where you want to be in 5/10 years - Your objectives in relation to the project / business etc.
Your track record and team	• Advise them of your successes and the strength of your team in delivering the project, initiative etc.
Your Mission	• Tell them who you are, your purpose and what makes you different from others

Seeking Charitable Status

An organisation, which fulfills the criteria for Charitable Status, can be classified as an approved body under Section 848A of the Taxes Consolidation Act 1997 which provides for a scheme of tax relief in respect of donations received. Charitable Status offers exemption from the following taxes;

- Corporation Tax
- Capital Gains Tax
- Deposit Interest Retention Tax
- Capital acquisition tax
- Stamp duty
- Dividend withholding tax

An application for Charitable Status must be made to the Revenue Commissioners who are obliged to adjudicate on the application.

Assessing crowd-sourcing

Crowd-sourcing is the practice of obtaining information or input into a task or project by enlisting the services of a large number of people, either paid or unpaid, typically via the Internet.

For example: *FundIt* was designed to support individual giving to the arts/creative sector. In the Irish context it is an initiative of Business2Arts. www.fundIt.ie is a crowd-funding website for Ireland's creative projects which enables organisations and individuals the opportunity to bring life to good ideas through the development of connectivity between the funder and the project they support and to establish new and develop existing funding relationships.

It is funded under the New Stream programme, supported by Bank of America Merrill Lynch, The Arthur Guinness Fund and via the support of a technology grant from the Department of Arts, Heritage & the Gaeltacht. Further support for the model was also received from the Vodafone Ireland World of Difference programme and the British Council Ireland. It is an all or nothing funding model. Every Fund it project or idea must reach or exceed its target amount before the time expires, otherwise the project does not receive funding and Funders do not get charged.

> **Be aware that you get nothing for nothing in this world…**
>
> **Crowd-sourcing, while effective, requires a good deal of planning and management to be successful. You need to consider who will manage this process, if you think it's an appropriate funding source for you.**

SECTION 7: THE ROAD TO SUCCESS

Have a plan!

Developing a cohesive plan with measurable targets will help you to keep on track. Start from a plan – it will keep you focussed towards success. Use the resources readily available to you. Work with your team to formulate your plan of action. Seek assistance beyond your own team if needed, but make sure to develop your own plan rather than having someone do it for you!

Remember …

Plans which are developed by teams who will deliver them have a greater chance of successful implementation as they are better understood.

Build your audience

➢ Consider access to your location and how people will connect with what you have to offer.

➢ Consider joint marketing opportunities to increase your awareness.

➢ Seek inclusion in local cultural ezines for your audiences.

➢ Build joint relationships with cultural and creative agencies and organisations locally.

➢ Get to know where your audience is online – and create awareness to attract others who use the same platforms (e.g. Book Clubs for literary events etc).

➢ If developing links with the tourism industry access Fáilte Ireland's regional supports.

➢ Bolt-on to existing events, festivals etc.

➢ Employ local, regional and national media as appropriate to your audiences.

➢ Employ national media where appropriate.

Learn from best practice

▪ Don't reinvent the wheel!

▪ Access information that is already available.

▪ Access networks already in the cultural and creative industries sectors.

- Find national counterparts to learn from - those that are further down the line in their cultural development than you. You can learn about what worked for them and what didn't, in advance.

Move with your market

- Know when your offering is becoming tired and build in changes to keep your offering fresh, engaging, relevant and meaningful to your audiences.

- Look for new ways of doing business (e.g. new methods of data collection, new collaborations).

- Keep your online presence visible.

- Seek partners and be innovative in your approach with them.

- Keep yourself connected to the needs of your local community.

- Evaluate your success – create measurement frameworks so that you can effectively assess whether your work has been a success. This can include measurement against such targets as:

  (a) numbers of attendees

  (b) visits to your website

  (c) tickets sold

  (d) tickets purchased in advance

  (e) number of shares on social media

  (e) response to your message from local media, (e.g. landing pages on your website etc.)

SECTION 8: USEFUL RESOURCES

This section provides you with a list of relevant resource organisations key to your success.

Connecting with local, regional and national players and understanding how they can assist your development will be important to achieve success.

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Organisation / Service	Website
Waterford and Regional	
ArtLinks	https://linktr.ee/ArtLinks.ie
Arts Office	http://waterfordarts.com
City and County Libraries Service	www.waterfordcouncil.ie/departments/library
Conservation Office	www.waterfordcouncil.ie/departments/culture-heritage/heritage/built-heritage.htm
County Archivist	www.waterfordcouncil.ie/departments/culture-heritage/archives/index.htm
Creative Ireland Programme Waterford	www.waterfordcouncil.ie/departments/culture-heritage/creativeireland.htm
FEx - Fumbally Exchange	www.fumballyexchange.com/locations/waterford
Heritage Office	www.waterfordcouncil.ie/departments/culture-heritage/heritage/index.htm
Music Generation Waterford	www.musicgeneration.ie/programmes/details/music-generation-waterford/
Oifig na Gaeilge	www.waterfordcouncil.ie/departments/culture-heritage/irish-language.htm
Visit Waterford	www.visitwaterford.com
Waterford Cultural Quarter	www.waterfordculturalquarter.ie
Waterford in Your Pocket	www.waterfordinyourpocket.com www.facebook.com/WaterfordIYP
Waterford Public Participation Network	https://waterfordppn.ie/
National Agencies & Organisations	
Arts Council /An Comhairle Ealaíon	www.artscouncil.ie
Creative Ireland	www.creativeireland.com
Comhaltas Ceoltóirí Éireann	www.comhaltas.ie
Design & Crafts Council of Ireland	www.dccoi.ie
Fáilte Ireland	Regional Contacts: www.failteireland.ie/Utility/Contact-Us/Regional-Contact Develop Your Business: www.failteireland.ie/Develop-Your-Business
Foróige	www.foroige.ie
Heritage Council	www.heritagecouncil.ie
Pobal	www.pobal.ie

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