



Program Development Criteria

- **Mission Alignment**
 - To what degree do the values of the project, program or service align with CPAC's mission?
- **Guiding Principle Alignment**
 - Is CPAC's role in the project, program or service to lead, advocate, educate or convene?
- **Goal Alignment**
 - Does the project, program or service fall under one of CPAC's three goals?
 - Does the project, program or service reflect CPAC's strengths?
- **Need/Demand**
 - Given the purpose and nature of the project, program or service is there evidence of arts and cultural clients' need or sector demand?
- **Scale of Impact/Return on Investment**
 - Does the project, program or service provide wholesale (sector-wide) or retail (specific entities) improvements?
 - Is the project, program or service something organizations can do or find for themselves without CPAC's intervention?
 - Does the project, program or service continue to build trust or confidence between CPAC and the arts and culture sector?
 - Does the project, program or service expand CPAC's network and base of support for its efforts?
 - How much value is received in comparison to the effort CPAC must put forth?
- **Availability of Others**
 - Are there similar projects, programs or services in place? Why have those projects, programs or services succeeded or failed?
 - Are there others that are better positioned to conduct the project, program or service? If so, why haven't they developed or implemented it? Could CPAC partner with such organizations to develop, implement or deliver the project, program or service?
- **Nature of Involvement**
 - Would CPAC serve as the project, program or service's catalyst, incubator or operator?

Program Development Criteria

- What function would CPAC perform in the project, program or service: professional skills development; professional counsel, services and referral; convener; sector-wide spokesperson; knowledge developer and disseminator; intermediary; public policy advocate?
- Availability of Resources
 - Can CPAC's current human and financial resources fully accommodate the project, program or service?
 - What is the strength of evidence that CPAC will have reasonable access to additional resources (financial, human and time) needed to develop the project, program or service?
- Opportunity Cost
 - What can't CPAC do if it chooses to engage in the project, program or service?
- Assessment
 - What are the quantitative and qualitative metrics CPAC can use to evaluate the success of the project, program or service?
- Exit/Transition Strategy
 - What are the potential problems or barriers for a successful project, program or service?
 - Is there an exit strategy?