

Networks

Knowledge

Financial Independence

Center for Cultural Innovation **2009** Annual Report

President's Message

Dear Friends,

2009 was surely a year of change. A new President. A recession. And I think more than ever, the need for innovation and adaptability in the nonprofit sector. For CCI, 2009 meant devoting significant time and resources to new program development, expansion and innovations, while also focusing on critical long-range planning, measurement and reflection.

In terms of our programs, we aggressively expanded our training workshops and partnerships to reach new communities of artists in California under the leadership of our Director of Training, Nancy Hytne Leb, with the support of a wonderful cadre of CCI trainers and coaches. We firmly established, and grew, the new Creative Capacity Fund as a funder collaborative to support professional development activities in the Bay Area, led by our Director of Bay Area Initiatives, Emily Sevier. We also moved our grant-making program, *Investing in Artists*, down to our Los Angeles office and, in May 2009, launched the first of five new rounds of funding available to artists throughout California. And we could not have accomplished this task, nor handled the significant "back end" support required for this and other CCI programs, without the extraordinary talent and hard work of Lauren Bailey, our Director of Operations and Member Services, and Dzigbodi Djugba, Programs Assistant. This was just the tip of a mountain of programming produced by CCI in 2009, which you will learn more about in this Annual Report.

2009 also provided an opportunity to reflect on our work and make plans for the future. A facilitated two-day Board Retreat was held in June 2009 which brought together staff and board to consider our exceptional growth and accomplishments, to revisit our mission, vision and logic model, and to analyze the pathways to achieve our future goals and priorities. I am particularly grateful to have the leadership and support of our board chair, Sally Jo Fifer, who has been both a friend and CCI advocate from day one, and whose counsel I will continue to seek in the days and years ahead.

I would also like to applaud the many funders of CCI in 2009, some of whom actually *increased* their commitments to CCI during a period when most organizations in our sector were citing slow growth, no growth, scale-backs and retrenchment as the watchwords of the day. We are grateful for our investors' support and, simply put, could not do our work without them.

Finally, I am sending this salute to all the artists we have worked with, and those yet to be served, as our true sources of inspiration and our partners in innovation. Despite the challenges brought about by the economic recession, we rarely hear complaints coming from artists who are perhaps more accustomed to, and prepared for, living creatively and entrepreneurially near the edge. A 2009 study on the effect of the recession on artists, commissioned by Leveraging Investments in Creativity, in collaboration with the Helicon Collaborative and Princeton Survey Research Associates International, actually found that artists are *extremely optimistic* about the future. In fact, 89% of all artists surveyed felt they had a special role in helping to strengthen communities in these hard times, despite the current economic challenges, and 75% believed it was an inspiring time to *be* an artist.

Given all the work of 2009 now under our belt, it's hard to disagree.

C. Mirikitani

Cora Mirikitani
President and CEO



Why Support Artists?

The romantic notion that artists live in a creative and carefree world limited only by their imagination belies the fact that the support system for working artists in this country is essentially broken.

Evidence supporting that argument is strong. The Urban Institute's 2003 report on *Investing in Creativity: A Study of the Support Structure for U.S. Artists* concluded that artists, in order to survive, need access to training and professional development; financial services including loans, grants and benefit programs; and opportunities to meet, share and build community with other artists, among other things. Another report released in 2006 called *Crossover: How Artists Build Careers Across Commercial, Non Profit and Community Work*, found that artists have hybrid and erratic employment patterns, crossing over between commercial, non-profit and community domains. And in 2008, a report from the National Endowment for the Arts titled *Artists in the Workforce* found that although artists are more entrepreneurial and 3.5 times more likely to be self-employed than the rest of the workforce, they are also significantly underemployed with one-third of artists working for only part of the year, and most earning less than other workers with similar education levels.

These findings mirror CCI's on-the-ground experience working with artists in the field, and also reinforce CCI's programming direction. It gives shape to our organizational vision to become a new kind of hybrid, non-profit entity designed to tackle artists' most pressing needs. Our focus on three primary strategies – improving business knowledge, providing more access to capital and developing artist-centered net-

works – continues to be central to our work. And because we believe that innovation is key to making the artist community more self-sufficient, our project incubator continues to serve as our R&D lab for promising new artist-centered programs, tools and opportunities.

With offices in Los Angeles and San Francisco, we support artists throughout California. Our programming is teaching us that by giving artists the knowledge and economic independence they need to bring their work and ideas into the marketplace, they can collectively establish a new voice for artists everywhere. Knowledge is power. Personal networks build community. And financial independence supports creative freedom.

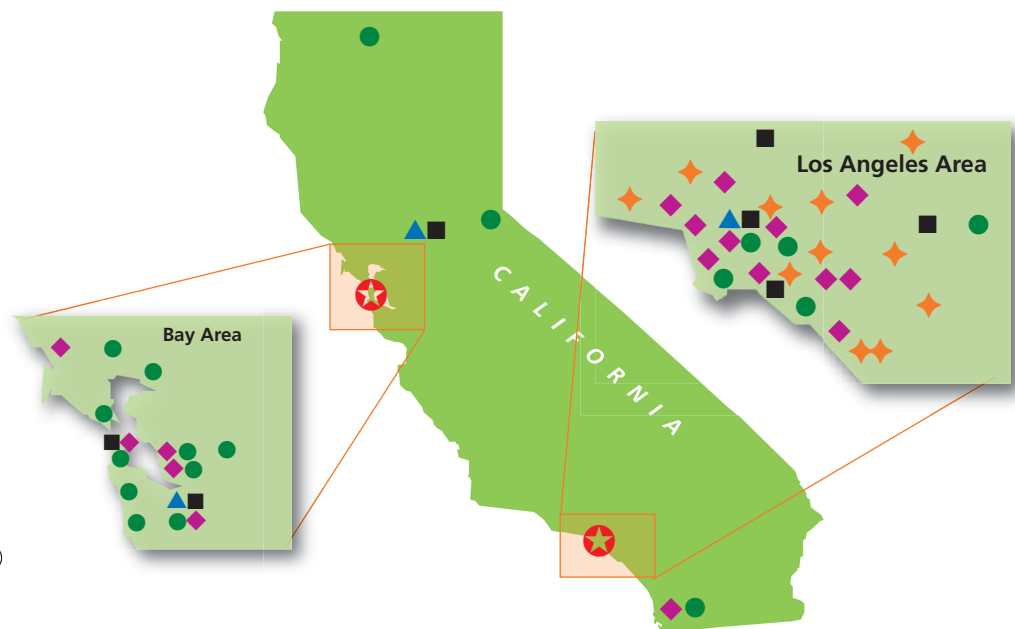
This is the Center for Cultural Innovation.

MISSION

The Center for Cultural Innovation was founded in 2001 to promote knowledge sharing, networking and financial independence for individual artists and creative entrepreneurs by providing business training, grants and loans, networking opportunities and incubating innovative projects to create new program knowledge, tools and practices for artists in the field.

In Fiscal Year 2009, CCI served over 2,100 individuals. Artists throughout California participated in multiple CCI programs including: community convenings, professional development workshops, grant and lending opportunities as well as our discount program for artists.

- ★ CCI Offices:
- ▲ Community Convenings:
- Workshops
- ◆ CCI Grantees (by county)
- Benefits for Artists (by county)
- ◆ Los Angeles Arts Loan Fund



Knowledge is Power

Professional development for artists has been an essential part of CCI's work since our inception. In Fiscal Year 2009, we continued to expand our training throughout California including creating customized programs for the California Institute of the Arts, the San José Office of Cultural Affairs and the Sacramento Region Community Foundation.

In addition to our signature *Business of Art* program, we developed a *Business of Art Boot Camp* that focuses on key fundamentals and can be produced over two and a half days.

New individual workshops were created covering topics such as Web 2.0/Social Networking Tools, Time Management and Grantwriting. Other popular workshops offered include Marketing 101, Tax Tips and Planning for Visual Artists.

Arts and business leaders throughout California joined the CCI training roster. Artists that participate in our programs consistently recognize the collective expertise and knowledge of our trainers in all of our workshops.

Highlights of our Fiscal Year 2009 training program include:

- A total of 41 workshops were produced during the Fiscal Year, attended by over 2,100 artists across all disciplines. These workshops translated into 123 hours of direct training support.
- The 7-week *Business of Art* workshop series was presented to 40 artists in San José in the fall of 2008 as part of the Creative Entrepreneur Project with the San José Office of Cultural Affairs. Another *Business of Art* series was produced in Los Angeles in the Spring of 2009.



- The inaugural *Business of Art Boot Camp* was presented at Cal Arts in January. Seniors and graduate students of all disciplines were invited to attend.

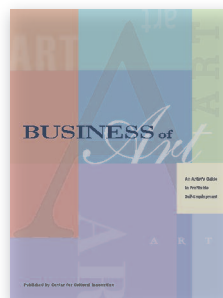
- We began offering individual workshops in San Francisco on topics such as grantwriting, strategic planning and marketing.

- We began a collaboration with the Sacramento Region Community Foundation to provide the professional development training for their *Advancing Sacramento Arts* capacity building program.

- CCI also participated in three Arts Tune Ups sponsored by the Los Angeles County Arts Commission. Over 300 artists and arts administrators attended information and technical assistance training sessions, which were held in Claremont, West Hollywood and Whittier.

"Last week-end's class more than met my expectations! In the future, I will not only use the vast information which they presented to develop my own art business, but also to help others. My class also included an interesting variety of artists. The opportunity for networking was a second benefit for all of us."

*Paula Burns Isenberg
Visual Artist, Long Beach*



- CCI's textbook, *The Business of Art: An Artist's Guide to Profitable Self-Employment* has become an important resource for artists and arts administrators across the country. In its first year of publication, over 1,000 books were distributed through CCI workshops, and purchased through the CCI website and Amazon.com. Artist support organizations in both Houston and Seattle purchased multiple quantities of the book to distribute to their artist constituencies. A second printing is planned for late 2009 and we will begin development on a 2nd edition in 2010.



Personal Networks Build Community

Whether by choice or by circumstances, the life of an artist is often very isolating. Artists frequently tell us that one of the many benefits they receive from CCI workshops is the opportunity to meet other artists and share experiences both personal and professional.

In order to bring a larger community of artists together, CCI has taken lead roles throughout California to produce *Arts Town Halls*, which offer artists workshops and discussions on a variety of timely and relevant topics as well as the opportunity to network with colleagues.

The **San José Artists' Town Hall** was held on September 13, 2008 at the San José City Hall. Over 200 artists and arts administrators attended. San José Mayor Chuck Reed welcomed the artistic community and then the findings from the Silicon Valley Artist Resource Needs survey were presented. Afternoon sessions included opportunities for informal networking and roundtable discussions with a variety of funders, arts service providers and other key resources.

In collaboration with Arts for LA, CCI also organized the Los Angeles Arts Town Hall held on June 12, 2009. Over 650 artists and arts administrators participated in the **Los Angeles**

Arts Town Hall held at the Japanese American Cultural and Community Center in Little Tokyo.

The convening featured a keynote speech by Americans for the Arts President and CEO, Robert Lynch. Several Southern California arts funders participated in a panel discussion focusing on the future of arts funding in Los Angeles. Breakout sessions were held in the afternoon on topics of advocacy, capacity building and the future of dance and arts education.

"Part of my mission as Mayor is to ensure that we remain the capital of Silicon Valley and that Silicon Valley remains the innovation center of the world. If we are going to remain the innovation center of the world, we have to continue to have the people. People from around the world come here because of the environment, the opportunities, and if we have a place that is nurturing of creative and talented people, great things will happen."

*Mayor Chuck Reed
City of San José*



Financial Independence Supports Creative Freedom

Investing in Artists Grants Program

INVESTING in Artists

With the need for grant support for artists far outweighing the supply, CCI felt it could make a difference by launching the *Investing in Artists* program, which was piloted in three rounds of funding completed in 2007 and 2008. Due to its early success, the program was renewed and expanded in 2009 through the support of The James Irvine Foundation and The William and Flora Hewlett Foundation, making it possible to award \$1 million in grants to California artists over the next three years.

Over five additional rounds of funding from 2009-2011, the *Investing in Artists* grants program will enhance the working lives and strengthen the creative support system for California artists working in all disciplines.

Round IV of the *Investing in Artists* grants program was announced in May 2009 and awarded for projects beginning October 1, 2009, supported 23 artists statewide in two program categories.

In the Artistic Equipment & Tools category, ten (10) artists received grants:

- Elaine Buckholtz (Multidisciplinary, San Francisco)
- Adam Greene (Music, San Diego)
- Ruth Gumnit (Video, San Francisco)
- Hirokazu Kosaka (Multidisciplinary, Torrance)
- John Jota Leaños (Theater, San Francisco)
- Allison Lowell (Music, Los Angeles)
- Rachel Rosenthal (Multidisciplinary, Los Angeles)
- Amelia Clara Rudolph (Dance, San Francisco)
- Mei Ann Teo (Film, Oakland)
- Jose Vences (Dance, Los Angeles)

In the Artistic Innovation category, thirteen (13) artists received grants:

- Ana Maria Alvarez (Dance, Los Angeles)
- Lincoln Basaing (Ledoh) (Dance, San Francisco)
- Natalie Bookchin (Video, Los Angeles)
- Charya C. Burt (Dance, Windsor)
- Linda Goldstein Knowlton (Film, West Hollywood)
- Kompang Metri-Davies (Dance, Richmond)
- Danial Nord (Video, San Pedro)
- Julie Orser (Video, Los Angeles)

"This grant from CCI has afforded me the unusual opportunity to reconsider my career in both its practical and artistic trajectories. Whereas chronic uncertainty as an artist has often precluded long term thinking, I now have options available – some daunting, but nevertheless exciting – that can gather force and momentum over time."

*Adam Greene, Music
San Diego*

- Suzan L. Pitt (Animation, Los Angeles)
- Mythili Prakash (Dance, Los Angeles)
- Marcus A. Shelby (Music, San Francisco)
- Wayne Vitale (Multidisciplinary, El Sobrante)
- Kristina Wong (Theater, Los Angeles)

Encouragement Grants

CCI was able to introduce a new, small-grants program for San José artists who were enrolled in our 2008 *Business of Art* workshops, providing the

opportunity for artists to apply for Encouragement Grants as part of the Creative Entrepreneur Project, a joint program of CCI and the City of San José Office of Cultural Affairs. These Encouragement Grants were designed to provide the artists with "Next Steps" assistance on key projects that they had identified after completing the *Business of Art* course. Grants up to \$1,000 were awarded to 32 *Business of Art* graduates. Funded projects included assistance in setting up financial systems, website design and travel and registration costs to attend additional professional development conferences.

Los Angeles Arts Loan Fund

In the summer of 2005, the Los Angeles Arts Loan Fund was launched. A group of arts funders agreed to provide a range of small business development, performance and bridge loans to individual artists and arts organizations in the greater Los Angeles area.

The LA Arts Loan Fund operates as a partnership between the Center for Non-Profit Management, responsible for directing loans to arts organizations up to \$50,000, the Center for Cultural Innovation, responsible for directing loans to individual artists up to \$25,000 and the Los Angeles LDC, Inc. responsible for providing loan service and portfolio management.

At the close of its fourth year of operation, the LA Arts Loan Fund had made 60 loans to the Los Angeles arts community totaling over \$600,000. In the past year, \$120,150 in loans were approved to artists and arts organizations in Los Angeles.

Benefit Opportunities for Artists (BOA)



We know there is strength in numbers. Based on that thinking, we initiated the BOA program in 2005 as a way to organize and provide groups discounts and other benefits to our artist constituency.

In 2009, the program featured 23 business partners offering a wide range of travel, transportation, hotel, health and fitness, professional development and cultural activity discounts to the 1,015 member artists who joined the program, each subscribing at a cost of \$19.95 per year.

CCI Project Incubator - The Start of Innovation

Within a few years of opening our doors, it became clear to us that our programs were beginning to make a significant impact on the lives and careers of individual artists. We also realized the potential in exploring and testing new programs, tools and ideas that could transform the lives of artists.

The CCI Project Incubator was established in 2007 to provide us with the structure that would allow us to conduct "research and development" on these ideas and bring in expertise across artistic disciplines and professional fields. During Fiscal Year 2009, we developed and managed these key projects.

Creative Entrepreneur Project



The Creative Entrepreneur Project, or CEP, was launched in early 2008 as a 14-month initiative to assist the City of San José's understanding of individual artists' needs and to consider the tools and resources needed to sustain their working lives and careers. A 15-member Steering Committee of leaders from business, government, education and the arts was assembled to advise the work of the initiative. In the initial year of work, CEP commissioned research economist Ann Markusen of the Hubert H. Humphrey Institute of Public Affairs, University of Minnesota, to conduct a survey of artists' needs, convened over 200 individuals for a San José Artists' Town Hall, presented a series of Business of Art entrepreneurial training workshops for Silicon Valley artists, launched an Encouragement Grants program, and issued a Final Report and Recommendations to guide next steps that could be taken by the City.

Based on the success and momentum created by these activities, CCI and the San José Office of Cultural Affairs have entered a second phase of work in 2009-2010 that will support funding of San José artists and arts administrators through the Creative Capacity Fund, provide additional Business of Art training and Encouragement Grants, and support communications and convening activities.

Creative Capacity Fund



The Creative Capacity Fund (CCF) is a new initiative developed by the San Francisco Arts Commission, San Francisco Grants for the Arts/Hotel Tax Fund, and the Center for Cultural Innovation to support professional development and peer learning opportunities for artists and arts administrators. This initiative was designed in direct response to feedback from Bay Area arts professionals, requesting greater access to the knowledge and information resources that support and sustain healthy organizations and careers in the arts.

CCF launched officially in March 2009 with the announcement of a reimbursement fund to subsidize tuition fees and

"CCF is an exciting funders collaboration designed to support the vitality, creativity and excellence of California's artists and nonprofit arts organizations. We're thrilled to launch this program that provides an efficient way for the arts community to build professional skills and share resources!"

*Renee Hayes,
Associate Director
Grants for the Arts/San
Francisco Hotel Tax Fund*

other expenses related to the professional development of artists and arts administrators in San Francisco. In July 2009, CCF welcomed The San Francisco Foundation and the San José Office of Cultural Affairs as additional partners. This allowed CCF to expand regionally across the Bay Area, opening up the eligibility criteria and increasing award amounts to their current level of \$1,000 per organization and \$500 per individual artist.

CCF's offerings are slated to grow over the next two years through an expansion of funding partners and the creation of new programs that will directly serve the capacity building and career development needs of arts professionals in California.

Advancing Sacramento Arts



SACRAMENTO REGION
COMMUNITY FOUNDATION

accomplish three goals:

1. Broadening the arts experience across Sacramento's many communities in meaningful ways;

2. Build bridges with other arts and non-arts organizations through successful partnerships;
3. Strengthen arts organizations' donor and development capabilities.

The program includes Experiential Arts Grants and a professional development program to guide Sacramento arts organizations and administrators during a particularly formidable time for arts organizations.

CCI's role was to design part of a 10 month-series of workshops and symposia, which started in April 2009. Topics included organizational development, funding, legal issues, marketing and branding, Web 2.0 and strategic planning. CCI also helped to arrange a special event featuring Kennedy Center President and CEO Michael Kaiser, which became one of the signature events of this program.

"The staff at the Center for Cultural Innovation have been extraordinary. Bringing a wealth of ideas, resources, and outside-the-box thinking, they have enriched our arts program here in Sacramento. Our engagement with them has been more than productive; it's been equally experiential for us to not only learn from them, but with them as we have engaged the local arts community to strengthen its core. The results speak for themselves, as the "buzz" we have created with CCI continues to thrive in the arts community."

*Priscilla Enriquez
Chief Giving Officer
Sacramento Region
Community Foundation*



Administrative and Financial

Now eight years in operation, CCI has reached significant new milestones in its program growth, and in the administrative and financial capacity needed to support them. During Fiscal Year 2009, CCI expanded its main administrative office located in Los Angeles by acquiring additional space as a Training Center and meeting space. In addition, we moved our Bay Area office in San Francisco to a more accessible location on Market Street, near the Powell Street BART station.

Financially, CCI closed the Fiscal Year ending June 30, 2009 with total income recorded at \$2,325,989 against expenses of \$883,214. For further information on the Center for Cultural Innovation's audited financial statements for Fiscal Year 2009, please contact the CCI Administrative Office at 244 S. San Pedro Street, Suite 401, Los Angeles, CA 90012.

CCI would like to thank the following foundations and governmental agencies that supported our programs and operations in 2009:

California Community Foundation
City of Los Angeles, Department of Cultural Affairs
City of San José, Office of Cultural Affairs
The Durfee Foundation
The James Irvine Foundation
Leveraging Investments in Creativity
Los Angeles County Arts Commission
Sacramento Region Community Foundation
San Francisco Arts Commission
San Francisco Foundation
San Francisco Grants for the Arts/Hotel Tax Fund
The William and Flora Hewlett Foundation

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San San Wong



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