

Center for Cultural Innovation
Investing in Tomorrow Grants

Change capital for shaping the future of the arts by Bay Area visionaries

NOTE: Guidelines have changed from 2017, please review carefully.

BACKGROUND

Investing in Tomorrow (IIT) is a competitive grant program offered by Center for Cultural Innovation (CCI) that will invest \$40,000 in Bay Area visionaries with ideas for a more intergenerational, multicultural, inclusive, equitable, and financially sustainable arts and culture future. CCI's national research report, *Creativity Connects: Trends and Conditions Affecting U.S. Artists*, described how the nonprofit arts sector is changing in dramatic ways. Shifts in demographics have created new priorities for democratizing production of and access to arts and culture. In addition, emerging generations of artists and arts leaders reject being defined solely by artistic discipline in favor of more holistic identities wherein personal and political identities are integral to their artistic production. On January 23, 2017, CCI convened over 200 artists and arts professionals to brainstorm the future of the arts. What we heard affirmed the *Creativity Connects* research findings: Participants want to re-conceive the arts field, and to work in common cause with those outside the arts on these priorities. There is general acknowledgement that the current systems are not working effectively to enable this vision for a more equitable and sustaining future.

At this time, there are no grants of this type—field-wide change and risk capital for promising leaders to influence the direction of the arts. IIT will therefore shine a spotlight on and support visionaries who are seminal to the vitality of the Bay Area's arts future.

PROGRAM

Investing in Tomorrow is a competitive grant program that will provide at least 5 grants of up to \$8,000 for experimental and visionary projects that will re-shape the trajectory of the Bay Area region's arts so that the arts can be more (1) intergenerational and multicultural in its leadership, (2) inclusive and equitable in conferring access and opportunities, and/or (3) financially sustainable. CCI is entity agnostic: Applicants can be individuals, a team, fiscally sponsored, a nonprofit, a program of a nonprofit, a company, a benefit corporation, or a temporary pop-up effort. However, proposed projects must be led by diverse and/or junior-level leaders in order to respond to their ambitions for shaping a different kind of arts and culture future. Projects must demonstrate the following: (1) good ideas for influencing the future directions of the arts sector; (2) respond to one (or more) program priority; and (3) influential in shaping the larger arts and culture field so that the impact is not confined to only the project.

Program Priority Issue Areas (in no particular order):

- **Intergenerational and/or Multicultural Leadership:** Projects that change the behavior of the arts and culture field to value intergenerational structuring and/or multiculturalism so as to shape the future faces and leadership styles of the arts. Proposals must both describe the project idea

addressing this issue as well as include a well-considered strategy for influencing the behavior of the arts field in this direction. An example of a competitive idea is to start a community-based, shared-equity cooperative arts organization, and participate strategically in appropriate conferences to influence others to adopt this kind of shared ownership model. Note: It will not be enough to argue that simply supporting a pipeline of diverse leaders or changing your organization's leadership is a competitive strategy; projects must demonstrate strategies for influencing the norms, culture, and priorities of the larger arts and culture field.

- Inclusion and/or Equity: Projects that will re-shape the arts and culture field to be more inclusive of those who have been marginalized by conventional systems of support. These may include projects that influence how decisions are made and resources are shared, or support for artistic or cultural practices that have been historically under-recognized by the formal nonprofit arts field (i.e., practices not formally taught in Western European fine arts traditions). Examples include involving artists in advancing the cause of sustainable wages for independent workers, or creating a shared creative work space in a non-metro area that lacks arts infrastructure. Again, projects must include a description of both the project idea and the strategy for influencing overall field behavior.
- New Financial/Sustainability Models: Projects that help artists of various types—fine artists, artisans, or cultural producers—become more financially self-sustaining and, therefore, self-determining. Examples include, tapping new market demands for creatives' input, engaging younger and diverse donors via new technological platforms, offering a solution for student debt, engaging in sharing and collective economies, incorporating in a way that creates opportunities for attracting more than just nonprofit donations, among others. Those addressing this issue area will likely be focused primarily on implementation, so proposals must include a strategy for how others will be made aware of the project as a compelling model.

CRITERIA

Applications must meet the following criteria to be eligible for funding:

- Applicant(s) can be an individual or part of a team or entity. However, project lead(s) must have a background that has been underrepresented in the formal performing arts field--socio-economic background, education attainment level, ethnicity, gender, or geographically underserved communities—and/or is an early- to mid-level arts professional (i.e., promising, rather than already demonstrated, leadership). This criterion ensures that IIT is investing in those who have been marginalized within the conventional arts system yet should be shaping the future of the arts.
- Priority will be given to project lead(s) who are themselves artists, artisans, creatives, cultural producers, or arts workers, but applications are open to all given that good ideas come from anywhere. If applicant is not a practicing artist or employed in the arts, applicant will need to describe why they are qualified to address problems in the arts and culture field.
- Projects must meet one (or more) of the priority issue areas of *Investing in Tomorrow*. (There is no limit to the number of priority areas projects may address, but it is advisable to identify the most relevant as applications will be judged on the merits of responding to the selected issue

area. In the past, picking too many priority areas weakened the competitiveness of the application as it is highly unlikely that a single project can effectively do more than one or two things strategically.)

- Applicants AND project location must be based in the counties of San Francisco, Alameda, Marin, San Mateo, Contra Costa, or Santa Clara. Applicants may live in one county and locate their project in another, but both must remain within this 6-county Bay Area boundary.
- Applications must convey concrete ways that the project can influence change in the nonprofit arts sector. (Caveat: Real change can happen without a lot of money but, at the same time, we recognize that project ambitions should also reflect what is actually possible at this grant amount and amount of time.)
- Projects must be able to be fully implemented within a one-year grant term. (Grantees will be expected to report on early signs and stages of field change, even though the long-term effects may not be realized until much later.)

CAPITAL AVAILABLE

Applicants who meet the eligibility requirements may request up to \$8,000. This is a one-time grant opportunity that aims to support 5 or more Bay Area projects for a total investment of \$40,000.

EVALUATION CRITERIA

Priority will be given to project proposals that:

- Reflect the field-changing priorities of this program.
- Describe a keen understanding of the arts and culture field's current problems and why the applicant is qualified to address it.
- Demonstrate potential to influence the future of the arts sector, so that the impact goes beyond just benefiting direct project participants.
- Provide leadership opportunities to diverse and/or early- to mid-level artists ("artist" is broadly defined) and arts workers who show great potential to be future leaders.
- Demonstrate feasibility and realistic expectations of what is possible by aligning objectives with sound strategies for implementation.
- Generate exciting and bold directions that the arts and culture field can take and, to that end, may be experimental and holds a potential for failure.
- Reflects and contributes to the uniqueness that defines the various Bay Area arts and culture communities.

TIMELINE & DEADLINE

The application (instructions below) must be received by CCI by **Thursday, August 30, no later than 12:00 p.m. PST.**

A selection panel will review applications in mid-October, with notifications by the end of October.

The project period is November 1, 2018–October 31, 2019, with the official start date set by a fully executed grant agreement.

Grantees must submit final narrative and financial reports to CCI by November 15, 2019.

GRANT DELIVERABLES & EXPECTATIONS

Grantees will be asked to share progress of their projects, in particular any activities that help them influence changes in the field. CCI is a ready partner in advancing project objectives and can promote activities and information through our own channels. Final reporting components will include:

- Narrative report detailing use of project funds, outcomes, how the project furthered (or not) intended ambitions, and any lessons learned.
- Final financial accounting of how the project fund was used.
- Stories of influence and impact, including the effect on project leads, project beneficiaries, and the arts field you are trying to influence.
- High resolution JPEG photos, any links to video documentation of activities available, and submission of any ephemera generated by the project.

SUPPORT

For questions regarding *Investing in Tomorrow*, please contact Lauren Bailey, Managing Director, or Nadia Chrisanto, Program Assistant, at (213) 687-8577 or grants@cciarts.org

APPLICATION

I. Information:

1. Project Lead Name(s)
2. Are you requesting funds as an Entity or as a Team? Y/N.
If yes, please answer:
 - a. Entity Name
 - b. Type of Entity/Team (i.e., how it is structured. For example, cooperative, collaborative, collective, LLC, fiscally sponsored nonprofit, 501(c)3, sole proprietor, Benefit Corporation or Social Purpose Company, temporary pop-up)
 - c. Head of Entity Name, Title (if different from Project Lead)
 - d. Entity Address
 - e. Phone Number
 - f. Entity Email
 - g. Entity Website Address
 - h. Social Media Handles
3. Project Lead (Primary Contact for this proposal)
 - a. Name
 - b. Title

- c. Address
 - d. Email
 - e. Phone Number
 - f. Website
 - g. Social Media Handles
4. Project Lead 2 (repeat)
 5. Project Lead 3 (repeat)

If project has more than three project leads, please list on a separate Word or PDF document and attach with the header "Additional Project Leads."
 6. Amount Requested (maximum \$8,000)
 7. Check the priority issue area that your project will work toward (We strongly urge picking only one so as to be assessed on the most appropriate criteria):
 - a. Intergenerational Leadership
 - b. Multicultural Leadership
 - c. Inclusion
 - d. Equity
 - e. New Financial/Sustainability Models
 8. One-sentence description of the proposed project.

II. Narrative:

- 1) Describe the project, *including*: (no more than 2,000 characters including spaces)
 - a. What are the specific project goals, and what will take place to realize aims?
 - b. Which issue area(s) did you select, and how will the proposed project address the selected issue area(s).
- 2) Describe the rationale for this project. Include the problem or opportunity you see in the arts, and how your idea provides a solution or expands an opportunity. (no more than 1,000 characters including spaces)
- 3) What will the project do to influence change? Be specific about the strategies for change and your target audience for whom your project is trying to influence. Include your goals for making an impact, and how we will know if the project realized that goal, whether more immediately or in the longer term future. (no more than 1,500 characters including spaces)
- 4) How will this project professionally advance diverse and/or promising arts leader(s)? What will IIT investment do to help the project lead(s) become more influential in shaping the arts field? (no more than 1,000 characters including spaces)
- 5) How are the project lead(s) uniquely qualified to address the stated problem(s) in the arts field? Include a description of how your background or experience level meets program criteria and informs the project. (no more than 1,000 characters including spaces)

III. Project budget: Provide a project budget with the following categories that provides a picture of the scale and activities of implementing the project.

- Income section: List all sources of project income, including both realized and projected. Include CCI as a “prospective” source of support, as well as any additional projected sources, including sales from goods or services, crowdfunding campaigns, foundation grants, friends and family (listed anonymously, such as Family 1, Family 2), and if using personal credit card debt to raise the needed funds to realize the project.
- Expenses section:
 - Project lead(s) compensation
 - Other organizational project staff compensation
 - Specific line items related to implementing the project, including separate line items for both project and influencing-the-field activities

(Include any other income and expense line items that provide a financial picture of the project.)

EXAMPLE

CCI	\$8,000	prospective
Kickstarter campaign	\$6,000	75% raised, deadline 11/1/18
Personal savings	\$750	secured
Friend 1	\$100	secured
Friend 2	\$100	prospective
Friend 3	\$50	Prospective
PROJECTED INCOME	\$15,000	

Project lead salary @ \$500/mo (primarily supported by part-time job)	\$6,000
Stipends for participants	\$3,000
Business license	\$100
Health insurance	\$500
Cell phone service prorated @ 25% for project	\$350
Transportation	\$500
Conference attendance	\$750
Equipment (specify)	\$2,000
Computer and software	\$1,400
Constant Contact subscription to manage relationships	\$400
PROJECTED EXPENSES	\$15,000

IV. Attachments:

Biographies: Provide narrative bios of the project lead(s), and any key collaborators of the project. Include all biographies in one single .DOC or .PDF file. (no more than 100 words per person)

Letters of Support: (Optional) Should be from partners or intended beneficiaries of your proposed project.

HOW TO APPLY

To be considered, applicants must meet eligibility and submit an online application by **THURSDAY, AUGUST 30, 2018 at 12:00 p.m. PST**. Applications will be accepted only through CCI's electronic GO™ system.

The *Investing in Tomorrow* online application can be accessed at: <https://ccigrants.gosmart.org/>. All applicants **MUST** register on the online grants system before they will be able to access grant application forms. For this and many reasons, interested applicants are strongly urged to apply *WELL IN ADVANCE* of the deadline to leave time for technical problems or questions.

Investing in Tomorrow is made possible with support from:

