

## Program Overview

Completed by margaret@cetriad.com on 4/25/2022 3:06 PM

**Case Id:** 15140

**Name:** CCE April 2022 - 2022

**Address:** \*No Address Assigned

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### Program Overview

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Please provide the following information.



City of Winston-Salem  
ARPA Transformational  
Non-Profits Application

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
336-727-8000  
[ARPA@cityofws.org](mailto:ARPA@cityofws.org)

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

#### Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

#### Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

### Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

### Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: [www.cityofws.org/clfrf](http://www.cityofws.org/clfrf)

### Contact Information

For any questions or concerns, please email [ARPA@cityofws.org](mailto:ARPA@cityofws.org) or call City Link at 336-727-8000.

## A.Contact Information

Completed by margaret@ccetriad.com on 4/25/2022 1:21 AM

Case Id: 15140

Name: CCE April 2022 - 2022

Address: \*No Address Assigned

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### A.Contact Information

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Please provide the following information.

#### ORGANIZATION/AGENCY INFORMATION

##### A.1. Organization/Agency Name

Center for Creative Economy

##### A.2. Mailing Address

500 West 5th St., Suite 800 PMB 12 Winston-Salem, NC  
27101

##### A.3. Organization Website

www.cceetriad.com

##### A.4. Year 501 (c)(3) Status Obtained

2,011

##### A.5. Organization/Agency Fiscal Year

630

##### A.6. Federal Tax ID Number

##### A.7. Federal DUNS Number

##### A.8. Federal SAM Registered?

No

#### ORGANIZATION/AGENCY CONTACT INFORMATION

##### EXECUTIVE DIRECTOR

##### A9. First Name

Margaret

##### A10. Last Name

Collins

##### A11. Title

Founding Executive Director

##### A12. E-mail

margaret@cceetriad.com

##### A13. Phone Number

(336) 580-1037

##### BOARD CHAIR

##### A14. First Name

Christopher

##### A15. Last Name

Jones

##### A16. E-Mail

cjones@fivepointscapital.com

##### A17. Phone Number

(336) 408-6739

##### A18. Term Expiration Date

12/31/2022

## B. General Project Information

Completed by [margaret@ccetriad.com](mailto:margaret@ccetriad.com) on 4/25/2022 1:22 AM

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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

#### B.1. Project/Program Title

The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem

#### B.2. Project Location/Address

500 West 5th Street Suite 800, PMB 12 Winston-Salem, NC 27101

### PROJECT CONTACT/MANAGER

#### B3. First Name

Margaret

#### B4. Last Name

Collins

#### B5. Title

CCE Founding Executive Director

#### B6. E-Mail

[margaret@ccetriad.com](mailto:margaret@ccetriad.com)

#### B7. Phone Number

(336) 580-1037

## C. General Project Narrative

Completed by margaret@ccetriad.com on 4/25/2022 3:28 PM

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### C. General Project Narrative

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Please provide the following information.

#### C.1. Provide description of project and how funds will be used

The Center for Creative Economy (CCE) has an exciting plan to support, launch, and transform new businesses in Winston-Salem. The plan includes the expansion of our two signature entrepreneurial programs and the launch of a Creative Business Incubator, Calibrate (working title). We will expand our existing programs to meet the demand for quality business training for individuals with a creative service or product. CCE will pursue options to provide a physical space and opportunity for continuing education and new creative business growth in Winston-Salem.

The Entrepreneurial Ecosystem of Winston-Salem and Forsyth County actively collaborates and shares resources. Several of our partners are in need of space, and we find that the entrepreneurs we serve need space as well. So CCE will be actively collaborating to find the best path for growth for its next phase. As we plan for a potential new space, we will diligently identify revenue that could result from an increased footprint for CCE. We remain interested in collaborating, and know there will be multiple partners that will desire to activate this space. We are in discussions with potential collaborators and will formalize those discussions if funds are awarded.

City ARPA funds will be used to expand two of CCE's programs and plan and execute Phase 1 and 2 of Calibrate. Specific expenses include project management, personnel, creation of a podcast and video studio to support the program and allow access for entrepreneurs to affordable digital technology,, a potential new space and upfit of the space, and technology access for program participants, alumni, and local emerging entrepreneurs.

Our programs ready for expansion are: Kinetic, and Velocity. These programs offer Entrepreneurial curriculum to Creative and Artist Innovators as well as customized mentorship, growth strategies, and resources. Through a variety of surveys, panels, and discussions, it has become clear that it is time for CCE to expand our programs both in terms of number of participants in each program (with a focus on LMI and minority creators), but also for CCE and all Entrepreneurial alumni after their course/class/program experience is completed.

CCE will develop formalized support for creative entrepreneurs which will harness existing collaborations. As part of this transformative project, CCE will hire two Business Growth Managers (BGM), who will serve as a customized individual resource for the entrepreneurs as well as liaising between existing local, and regional resources. The BGM's will provide formalized guidance, networking, and growth strategies for each entrepreneur at every phase in the growth cycle. The Business Growth Managers will follow the entrepreneur through each necessary step of their journey to grow their product/service. It is the goal to support the entrepreneur so they can get their business launched and 2x, 5x, or 10x their sales, and revenues within the two years of this project. Calibrate will focus time and attention on the revenue growth side of these businesses to make them sustainable and viable.

CCE will collaborate with the Winston-Salem Entrepreneurial Ecosystem Support Organizations (ESO's), to connect any services they are providing to the needs of our entrepreneurs. CCE's Business Growth Manager's will pull these specific and informal resources that are currently available at various ESO's into a concrete index for more efficient reference

and referral. Additionally, while many local ESO's support entrepreneurs in the area, there is little existing collaborative data and tracking about entrepreneurs in the collective space/city of Winston-Salem. The addition of two BGM's within CCE's staff structure will provide relevant and accurate data regarding entrepreneurial endeavors in the area.

The program expansion will have two components

Part 1 - for beginner or early stage entrepreneurs- Discover, Ideate, and Validate their idea to make sure its ready for the market

Part 2 - for more experienced entrepreneurs- Accelerate and Grow

Program Features-An innovative component of Calibrate is a new podcast and video studio to be accessed by all participants. CCE will commit 30 hours per month to producing podcast and video content which will support the Calibrate program and allow startups to access the technology to market their businesses. The grant funds will provide for a basic podcast studio for CCE to provide quality content for Calibrate, showcase the success of the businesses in its programs, and share challenges to build the community.

The podcast/video studio will provide additional resources for the startup community. The podcasts and videos will break down business concepts, showcase creative products and services, share mentor insights, and feature ecosystem leaders in the community. Participants will have access to create the digital content to host on their website or social media.

CCE will hire facilitators in Video, Podcasting, and Digital Marketing to help the entrepreneurs plan and execute their marketing, and learn how to tell their story. CCE will focus on the quickest path to revenue for all entrepreneurs coming into Calibrate. The digital marketing facilitator will teach participants to do digital marketing and understand the concepts for graphic design, website, and social media. The video and podcasting facilitators will guide the development of skills in podcasting, video, and storytelling. These are the basic skills that all small businesses need to grow. Calibrate concentrates on building sales and revenue growth, and desires to develop these skills for its participants.

Transforming CCE's programs into a more full and robust curriculum that offers additional participant enrollments as well as newly crafted post-program training serves Winston-Salem's sustainable future as the City of Arts and Innovation. An investment in CCE programs provides a correlation between making Winston-Salem known as the best place for creative entrepreneurs to find the community and support they need to grow their businesses. This fits well within the City of Winston-Salem's strategic plan focused on business and job creation/sustainability and workforce development. CCE is also focused on economic development, and building businesses for the future.

There's a folk proverb that asks:

"When is the best time to plant a tree?" and the answer is "10 years ago. But the second best time to plant a tree is today."

CCE is planting proverbial trees in the Winston-Salem business ecosystem that will result in a thriving metropolitan economy that elevates, inspires and cultivates creative entrepreneurs. Those entrepreneurs are building businesses that in 10 years will be leasing local commercial real estate, employing full time staff, and buying homes with significantly higher tax values than available to them today.

See these videos from CCE accelerator alumni. These trees were planted years ago, and they are making a mark for their companies and for Winston- Salem!

Video 1 - Jenni Earle Hopkins- Jenni Earle- 2017 Velocity participant - <https://www.youtube.com/watch?v=zR3xkcDB-bQ>

Video 2 - Preet Singh - Live Furnish 2019 Velocity participant - [https://www.youtube.com/watch?v=ZDjas\\_YeXhU](https://www.youtube.com/watch?v=ZDjas_YeXhU).

## **C.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome**

**from participation?**

In regard to creative entrepreneurs accessing CCE's programs, we offer a robust marketing and awareness campaign that focuses on direct contact. While we utilize social media and other technological opportunities, we are aware that our current highest percentage of applicants come from a personal recommendation or contact. CCE will host in person info sessions in qualified census tracts and throughout the WS community. Additionally, CCE's community partners are crucial elements of our programs' recruitment process. Over 20 Creative Ecosystem partners in Winston Salem (WS) publicize our application process for programs through their social media channels and press releases. Additionally, Mountain Bizworks, Charlotte is Creative, and Creative Mornings help promote CCE's programming through their networks. CCE utilizes F6S, a startup platform that connects 4.2 million startup companies from around the world.

Through F6S, we are able to directly recruit applicants globally. CCE holds virtual and in-person info sessions throughout the application cycle, which are advertised through our social media channels. Because our curriculum is offered in a hybrid format, both in person and virtual, participants can attend the program from anywhere in the world. Recently, CCE virtually welcomed cohort participants from France, Spain, and across the US.

Calibrate will focus access and recruitment with the individuals who have completed early stage training programs for their creative product or service. Calibrate can be home to creative entrepreneurs who are not yet able to afford full office rental commitments, but who have viable products that have been fine-tuned and are currently engaged in active quarterly projections and sales goals that are building towards economic empowerment.

Access to the expanded programs will be open to all creative entrepreneurs interested in developing a business idea. CCE will begin with online videos introducing concepts, and assessing candidates. Promising entrepreneurs will be invited to half day and full day workshops to further understand their idea and provide advice to move forward. Once the relationship is established, the participant will enter the Part 1 or Part 2 program described above. Calibrate Business Growth Managers' will monitor and advise throughout the program.

**C.3 Total estimated number of unique participants to be served annually**

240

**C.4. Will program beneficiaries be only residents of Winston-Salem?**

No

**Describe the other areas (counties) that will benefit**

Stokes, Guilford, Davie, etc. can benefit from this project.

It is estimated that 65-70% of beneficiaries will be residents of Winston-Salem. The remaining will be entrepreneurs who are attracted to the services and may eventually desire to relocate here for more in depth access.

**Estimate the percentage of beneficiaries that will be residents of Winston-Salem**

67.50 %

**TOTAL FUNDING REQUEST****C.5. Total Operating Funding Request**

\$724,000.00

**C.6. Total Capital Funding Request**

\$55,000.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

24 months

**C.8 Operating Spending Timeframe**

24 months



## D. Project Budget Categories

Completed by margaret@ccetriad.com on 4/25/2022 4:22 PM

Case Id: 15140

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### D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Employee Salaries - 2 years- 2 full time Business Growth Managers, 2 part time Administrators, FICA and Healthcare in Marketing & Operations, in in	\$389,400.00
Program Expenses 2 years -Curriculum Advisor, Video/Podcast Facilitators, Digital Marketing Facilitator, Project Mgt for expanded programs, Grant awards to winners, and curriculum video production	\$229,000.00
Program Operations- 2 years-Video/Podcast studio up-fit, maintenance, and software; Marketing, Technology/Computer equipment, Transportation, Accounting/Legal Services, General Admin	\$110,500.00
Space/Facility- 2 years, Lease, Utilities, Cleaning, and Maintenance	\$105,100.00
	\$834,000.00

Capital Costs	Total
Media Equipment-AV Technology for CCE Training Programs both Online and In person - Rolling TV, Projector, Screen, audio and lighting system - installation and maintenance	\$10,000.00
Podcast/Video Equipment	\$10,000.00
Office Furniture	\$15,000.00
Space Upfit- not supplied by building owner	\$20,000.00
	\$55,000.00

### PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table.**Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
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City of Winston-Salem-ARPA	\$724,000.00
Sponsors/Donors	\$40,000.00
Foundations	\$30,000.00
Admissions, Program Tuition	\$20,000.00
Rental Income from Stakeholders	\$20,000.00
	\$834,000.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

**Note: capital revenues and expenditures must be balanced (be equal)**

Capital	Total
City of Winston-Salem-ARPA	\$55,000.00
	\$55,000.00

## E. Demographic and Geographic Distribution

Case Id: 15140  
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Address: \*No Address Assigned

Completed by margaret@ccetriad.com on 4/25/2022 4:23 PM

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### E. Demographic and Geographic Distribution

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Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

75.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

## F. Alignment to Strategic Plan

Completed by [margaret@ccetriad.com](mailto:margaret@ccetriad.com) on 4/25/2022 4:25 PM

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## F. Alignment to Strategic Plan

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Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

### Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

### Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

### Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

**F.1. Please select the primary priority from the list above addressed by your project/program.**

Tier 1

**F.2. Please select the secondary priority from the list above addressed by your project/program.**

Tier 1

**F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you**

**selected.**

The mission of CCE programs is to provide financial, educational, and networking resources to historically underserved entrepreneurs. Our programs address gender and racial inequities in inception stage business training. Women and minority entrepreneurs often experience limited access to social and business networks based on their gender identity, race or ethnicity, sexual orientation, or disability.

The Center for Creative Economy allows individuals a launching pad to conceive and grow their creative business concept. Our training encompasses Customer Discovery, Value Proposition, Business Model, Financial Forecasting, Marketing including Content Creation, Sales and Team Development, Cost Control and Investor strategies.

Due to COVID-19, many unemployed workers are turning to Entrepreneurship to support themselves and their families. Former low wage earners in hospitality, health care and leisure found themselves unemployed and uninspired to return to a workforce that keeps them living “paycheck to paycheck”. Low wage earners have turned to entrepreneurship as their predominant source of income. Individuals have begun to create culinary specialties in their kitchens or in borrowed commercialized kitchens of local churches or community centers. Yoga, movement and dance enthusiasts created customized fitness and wellness programs for online clients. Creatives have found inspiration crafting custom cosmetics/application tutorials and plans, sustainably sourced fabric and fashion items, delivery services, technical applications that allow consumers to outsource everything from grocery shopping to laundry services to pet care and maintenance from the comfort of your driveway or home. Many of these former low wage earners do not view themselves as small business owners or entrepreneurs, due to lack of exposure to business and entrepreneurship fundamentals. The Center for Creative Economy is in a unique position to embrace this surge of Entrepreneurship. We are ready to increase our offerings and introduce and train a greater number of entrepreneurs on the intricacies of taking their “great idea” and growing it into a viable and sustainable local business. Support from the Winston-Salem-ARPA funds will allow us to accomplish this goal.

Millions of Americans identify themselves at risk as a result of the current economic slowdown, and many of their jobs have disappeared and will not return. The need for retraining of these at risk individuals is high, and a significant number of them will be interested in starting new businesses.

It is imperative that Winston Salem support these creative entrepreneurs. Entrepreneurship offers a pathway out of an economic downward spiral and potentially, even out of poverty.

## G. Collaboration

Completed by [margaret@ccetriad.com](mailto:margaret@ccetriad.com) on 4/25/2022 4:28 PM

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**Address:** \*No Address Assigned

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### G. Collaboration

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Please provide the following information.

**Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.**

**G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?**

3+

**G.2. Please provide the names of the organizations and the roles they will serve in the project/program?**

1. Hustle Winston Salem

\*Collaborative marketing of CCE/Calibrate/Hustle -share resources and intentional support of creative entrepreneurs.

\*Collaborate to develop a strong program to support black and brown creatives outside of Velocity and Come Up accelerators. Keeping them on track year round, with attention and resources.

2. Beta Verde- Potential Partner on Sustainable Apparel/Textile Initiative and space at 1001 S. Marshall St. - Collaborative marketing

3. Arts Council of Winston-Salem- Marketing Partner and outreach to creative community

\*Joint marketing of the resources we provide

\*Intentional support of creative entrepreneurs

4. NC IDEA - resource and capacity building advisor

5. Twin City Media -Partner for video and podcast creation and production, marketing & storytelling services. Twin City is a participant in our programs and supports the mission of CCE to empower and grow the creative enterprises locally and in NC.

## H. Administration/Reporting

Completed by margaret@ccetriad.com on 4/25/2022 4:30 PM

Case Id: 15140

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### H. Administration/Reporting

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Please provide the following information.

**Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.**

#### H.1. Please clearly define the workload and outcome measures that are associated with your project/program

<p>Workload</p>	<p>Number of entrepreneurs served and hours of training provided over 2 years</p> <p>On line - Introduction to Startup Concepts 15 minute starter videos - 85 participants - 21 hours 1 hour - Next Steps video - 60 participants -60 hours</p> <p>In person training- Discovery &amp; Ideation Half day Workshop - 3 hours - 30 participants - 90 hours Full Day Workshop 6 hours- 25 participants - 150 hours</p> <p>Kinetic- 4 week boot camp - Customer Discovery, Idea Validation and Business Model - 40 hour program - 20 participants - 800 hours</p> <p>Velocity - 10 week business accelerator - Launch, Grow, and Accelerate- 110 hour program - 20 participants - 2200 hours</p> <p>Total 240 people 3,321 Training Hours</p>
<p>Effectiveness/Outcome</p>	<p>CCE has a SIX year track record of training creative entrepreneurs successfully. Since 2016, 56 businesses have been launched and 83% of the companies are still thriving with 10 Million in revenue and \$13M in investments.</p> <p>With ARPA funds, CCE will expand programs and anticipates the following results:</p> <ul style="list-style-type: none"> <li>-50 new businesses launched;</li> <li>-75 jobs created with</li> <li>-\$5 Million in revenue in the first two years. Revenue will increase each year.</li> </ul> <p>The best time to plant the tree is today, so it will grow in 10 years!</p> <p>Learning Outcomes Participants will report an increase in knowledge gained in 12 areas</p>

	surveyed including: <ul style="list-style-type: none"><li>- Developing a business model</li><li>-Targeting first time customers</li><li>- Developing an effective sales process</li><li>-Targeting sources of growth capital</li></ul>
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**H.2. Does the project/program use evidence-based interventions?**

Yes

**Please provide a link to (or attach a copy of) the evaluation of the program model**



**Program Model Evaluation**

Evidence Based Interventions.pdf

**H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).**



**Risk Matrix**

CCE-Risk Assessment-ARPA grant.xlsx



# I. Capacity

Completed by [margaret@ccetriad.com](mailto:margaret@ccetriad.com) on 4/25/2022 4:38 PM

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## I. Capacity

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Please provide the following information.

**An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.**

### **I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.**

The Center for Creative Economy provides inception-stage business training to help creatives and artists establish their market value and accelerate ideas into action. Our customized education and mentorship programs fulfill our mission to launch, grow, and accelerate viable creative businesses.

A nonprofit organization, CCE strives to strengthen the creative economy and the creative community in Winston-Salem, NC and beyond. Since 2016 CCE has helped launch 56 creative startups in its accelerator, 67% of which were founded by women and 53% by minorities. Today, 83% of those companies are still thriving, and 167 jobs have been created. Our cohorts have earned \$10 million in revenue and raised \$13 million in investment. CCE continues to support founders with mentorship and accountability as their businesses grow.

The Vision of CCE is to be known as a premier economic development organization that is building the creative economy and creative community in Winston-Salem, the Triad, and North Carolina.

Startup resources have proliferated in the tech sectors, while creative entrepreneurs lack sufficient resources to launch and grow their ventures. Many creatives are opting out of traditional career tracks in the arts, and want to freelance or start their own firms. Business skills are in high demand, and creative training schools are not focused on this need. CCE and its programs stand at the forefront to empower these creative businesses to succeed in Winston-Salem, the Triad, nationally, and globally.

The Center brings people, ideas, and resources together to benefit a growing creative sector that includes animation, animatronics craft, culinary, design, creative health tech, education tech, sustainable fashion and apparel, film, music, performing arts, photography, content creation, publishing, software for creative enterprises, studio and fine arts, toys and games, video games, virtual and augmented reality, and more.

This program, The Best Time to Plant a Tree is Today, How an Expansion of the Center for Creative Economy Transforms Winston-Salem, fulfills the needs of Winston-Salem based creative entrepreneurs to have a space that allows them to grow with their businesses. CCE has converged several meetings and forums over the past 18 months with our alumni and other local creative entrepreneurs to determine what resources are required post CCE programs. Emerging entrepreneurs in the area are asking for a place where they can obtain affordable office space, shared office resources (printers, wi-fi, software, specialty machines and equipment, etc.), content creation space and equipment as well as instruction (including podcast and video production). While CCE is focused on all creative entrepreneurs, we have

successfully identified a large constituency of textile and sustainable apparel and fashion entrepreneurs. With this in mind, CCE will focus on this industry vertical as it expands and grows with Calibrate.

Our project connects to our mission through our commitment for education and customized mentorship for our program participants. This project is literally the next phase for CCE Alumni and other emerging creative entrepreneurs.

With Calibrate, CCE will have the staff and resources to serve more creatives in the City of Winston Salem. The entrepreneurial training programs will be expanded to offer easy access online training which lead to in-person half day and full day workshops. Calibrate will complete the cycle allowing CCE to serve the very earliest stage creative with an idea to the more experienced entrepreneur who is ready to launch and grow a business. The access to training will be expanded for people currently working other jobs, and want to develop a business in their off hours .

**I.2. Describe the organization’s current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.**

CCE’s infrastructure is a well-oiled machine of full time staff members, interns, and subcontractors in speciality areas of marketing, branding, social media, grant writing, and graphic design. An example of a similar program/project that yielded excellent results would be the CCE’s Creative Business Accelerators which CCE has hosted for six years. CCE rebranded the program as the Velocity Accelerator and has hosted it in 2019, 2020 and 2021. The former name of its program was the Creative Startups Accelerator which CCE hosted in 2016, 2017, and 2018.

The Velocity business accelerator helps entrepreneurs develop viable businesses rooted in creativity. This 10-week, cohort-based program includes a robust curriculum (with in-person and remote options), skilled facilitators, and a customized mentor team of subject matter experts from every business discipline. Entrepreneurs master business basics, solidify their positioning, and refine their pitch for a chance to win a \$25k interest-free loan with no equity taken.

Here are our cumulative stats to date:

56 Companies launched (82% thriving)

167 jobs created

\$10 M in Revenue earned

\$13.1 M in Investment raised

67% female founded

53% minority founded

Once the Creative Accelerator was well established, CCE launched Kinetic, a boot camp for earlier stage creatives. This helps those with an idea that needs to be defined and validated before launch.

Kinetic is a 4-week, cohort-based program that helps aspiring entrepreneurs workshop their early-stage creative business ideas and explore their customer base. Weekly curriculum (with in-person and remote options) is taught by a team of subject matter experts who mentor and counsel founders. Kinetic graduates have successfully launched their startups, earned spots in business accelerators, and secured grants.

Calibrate seeks to further expand the CCE programs and offer year round services to those who graduate from its programs, and need continued support. The goal is to help companies define their customers, and earn revenue quickly, while building the necessary infrastructure to support a sustainable business.

**I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be**

## **overcome**

Implementation plan includes planning, hiring the Business Growth Managers, and finalizing the new online mini courses to be offered free to early stage entrepreneurs. CCE will contract with video/ podcast, and marketing experts to upgrade its offerings for relevancy. We want to make sure the entrepreneurs we train understand how to market their business with the most current tools. We will also upgrade CCE marketing strategies to reach out to the underserved, LMI individuals, women and people of color who have been the majority of our participants to date.

CCE would like to acquire a space to accommodate these expanded services. This may involve some space upfit, purchase of equipment, and moving costs. We will create online training videos to attract entrepreneurs into the program, and will outline a program to teach basic podcast and video production so the startups will have the necessary tools to market their companies. We will be in contact with our participants to learn their needs. We will Evaluate, Pivot and Adjust our offerings as needed during the two year time frame.

While the expansion of space is important to this project, the project could conceivably be successful without additional space. We could focus on the other areas of the program and project. The space acquisition will be carefully planned in collaboration with ecosystem partners who also need space (research being done now) and stakeholders that can provide rent/revenue for the project. The long term needs for more space will remain for the next 3 years, and we can begin planning for that as part of this grant. The space costs provided are estimates based on current market value, and research is being done to collaborate to find best possible pricing. If awarded the funds, we will carefully plan for the space, and make sure that there is revenue to support it at the end of the project. A space planning phase will be incorporated into the project. We request that reviewers recognize the importance of the entire project separate from the request for space. If funds allow, we would gratefully plan and implement a space for CCE's Calibrate which would be a Transformational Project for Winston-Salem.

### **I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.**

CCE defines and measures outcomes, metrics and impact based on the following criteria:

Number of applications for our programs

Number of accepted participants into our programs

Progress of Applicants; Movement from online mini courses to half and full day workshops, and enrollment in Kinetic and Velocity

Increase in Knowledge gained on 12 Educational Outcomes Surveyed

Number of Businesses launched

Value of Revenues earned

Value of Investments raised/earned

Number of Jobs created

Number of businesses thriving and staying active

Number of female founders

Number of minority founders

CCE conducts annual surveys to determine business milestones achieved. CCE has many procedures in place to track and evaluate our programs' cohorts before, during, and after our programs. Before participants begin their programs, all must complete an entrance survey that collects data points on the current state of their company and their business knowledge. The same surveys are also sent two weeks after the completion of each program and once annually thereafter. Some of the data collection services we utilize are Google Forms, F6S platform, Survey Monkey, and alumni surveys.



## J. Impact/Community Need

Completed by margaret@ccetriad.com on 4/25/2022 4:42 PM

Case Id: 15140

Name: CCE April 2022 - 2022

Address: \*No Address Assigned

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### J. Impact/Community Need

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Please provide the following information.

**Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be**

**J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.**

The US Chamber of Commerce reports that a quarter of all small businesses have been forced to close permanently due to the pandemic. Permanent closures of 24% of all small businesses equals 7.24 million companies going under, an 18-fold increase over the usual total for the entire year. Additionally, small businesses with a focus on creative products and services have been severely negatively impacted by COVID-19. CCE is prepared to provide these local small business owners with the skills, education and network to rebrand and reposition their ideas and emerging companies to develop a viable financial future.

Additionally, due to COVID-19, many unemployed workers will turn to Entrepreneurship to support themselves and their families. Former low wage earners in hospitality, health care and leisure found themselves unemployed and uninspired to return to a workforce that keeps them living “paycheck to paycheck”. Low wage earners have turned to entrepreneurship as their predominant source of income. Individuals have begun to create culinary specialties in their kitchens or in borrowed commercialized kitchens of local churches or community centers. Yoga, movement and dance enthusiasts created customized fitness and wellness programs for online clients. Creatives have found inspiration creating custom cosmetics/application tutorials and plans, sustainably sourced fabric and fashion items, delivery services, technical applications that allow consumers to outsource everything from grocery shopping to laundry services to pet care and maintenance from the comfort of your driveway or home. Many of these former low wage earners do not view themselves as small business owners or entrepreneurs, due to lack of exposure to business and entrepreneurship fundamentals. The Center for Creative Economy is in a unique position to embrace this surge of Entrepreneurship. We are ready to increase our offerings and introduce and train a greater number of entrepreneurs on the intricacies of taking their “great idea” and growing it into a viable and sustainable local business. Support from the Winston-Salem-ARPA funds can allow us to accomplish this goal.

**J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.**

The short-term impacts of the project are increased access to relevant business training and mentorship for creative entrepreneurs. We seek to expand those we serve in Winston Salem particularly LMI individuals, women, and people of color. By offering free online mini courses, we will attract new creatives to our program, learn what they need, and help them create an entrepreneurial path. These starter courses will lead to better prepared participants in our core programs of Kinetic and Velocity. Furthermore, we aim to help those in our programs to increase their revenues by 2x, 5x, or 10x during this period. We teach them to define and attract customers, and grow their revenue.

**J3. Describe the long-term impacts of the project/program and how they align with the community need identified**

21 of 27

**above.**

The long-term desired impact of the project is that individuals who were formerly LMI or low wage earners take their creative idea for a product or service and turn it into a viable business that provides economic independence. In an economic sense, the multiplier effect shows us that for every \$1 spent to support a new business, \$8 will be generated within a local community. CCE has existing impactful numbers. In 10 years, we have invested \$1,400,000 which has resulted in over \$13 M raised in investment and \$10 M revenues. Our long term desired impact is for our creative entrepreneurs to build their businesses here in Winston-Salem, to rent commercial space, to buy local houses, and to employ people within our community.

**J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.**

Our existing surveys and other data tracking mechanisms will be used as well as the addition of our new Business Growth Managers , whose responsibilities will include pertinent and relevant information and data tracking.

## K. Funding Stability

Completed by margaret@ccetriad.com on 4/25/2022 4:44 PM

Case Id: 15140

Name: CCE April 2022 - 2022

Address: \*No Address Assigned

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### K. Funding Stability

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Please provide the following information.

**Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).**

**K.1. Have your organization's operating revenues covered operating expenses the last three years?**

Yes

**K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?**

34.00 %

**K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?**

82.00 %

**K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.**

Calibrate and CCE's expanded programs will have sustainable funding through a variety of sources and opportunities:

\*CCE will continue to fundraise including grants, special events, corporate sponsorships, annual campaign, and speciality opportunities

\*Entrepreneurs in residence at Calibrate will pay a sliding (affordable) monthly office rental fee

\*CCE vendor/ stakeholders desiring to co-locate will pay a moderate monthly office fee.

\*Calibrate offers special event and educational classroom rental space for additional revenue

**K.5. Please attach commitment letters from other organizations showing financial support for the project/program.**



Commitment Letters

\*\*No files uploaded

## L. Representation

Case Id: 15140

Name: CCE April 2022 - 2022

Address: \*No Address Assigned

Completed by margaret@ccetriad.com on 4/25/2022 4:48 PM

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### L. Representation

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Please provide the following information.

**Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels**

**L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.**

Name	Race	Ethnicity	Gender Identification
Anthony Abney	Black	African American	Male
Margaret Collins	White	European American	Female
Alan Cox	White	European American	Male
Alyson Francisco	White	European American	Female
Michael Fulks	White	European American	Male
Hayden Holliman	White	European American	Male
Chris Jones	White	European American	Male
Bill Knowles	White	European American	Male
Rick Leander	White	European American	Male
Shuyi Mo	Asian	Chinese	Female
Rick Moss	White	European American	Male
Alise Raak	White	European American	Female
Daryl Shaw	Black	African American	Male
Lee Thompson	White	European American	Female
Julia Townsend	White	European American	Female



## M. Required Documents

Completed by margaret@ccetriad.com on 4/25/2022 4:49 PM

Case Id: 15140

Name: CCE April 2022 - 2022

Address: \*No Address Assigned

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### M. Required Documents

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Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

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### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

CCE Signed Conflict Interest Policy-Feb2011.pdf

**Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service \*Required**

Center for Creative Economy 2019 Final 990 Public Disclosure.pdf

**Organization By-Laws \*Required**

CCE BYLAWS.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation\_CCE\_Signed.pdf

**Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**

CCE Employee Handbook\_REV\_1.1.22.pdf

**IRS 501(c)3 Designation Letter \*Required**

Copy of IRS Tax Exempt Ltr-CCE-Amended FY 6.22.11.docx

 **Most recent audited financial statements or a third-party review \*Required**

2021 Financial Review Report Final\_CCE-Butler-Burke.pdf

 **North Carolina Secretary of State - Current and Active Status \*Required**

NC Revenue-Tax-Exempt Status Letter 9.28.11.docx

2021 Issuance of License.pdf

## N. Submit

Completed by margaret@ccetriad.com on 4/25/2022 4:50 PM

**Case Id:** 15140

**Name:** CCE April 2022 - 2022

**Address:** \*No Address Assigned

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## N. Submit

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Please provide the following information.

I certify that all information entered into this application is true.

Margaret H. Collins

*Electronically signed by margaret@ccetriad.com on 4/25/2022 4:50 PM*

04/25/2022