

A. Organization & Contact Information

Case Id: 14478
Name: Center for Creative Economy - 2022/23
Address: *No Address Assigned

Completed by margaret@cetriad.com on 11/18/2021 11:27 AM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

Center for Creative Economy

A.2. Project/Program

Velocity Creative Accelerator

A.3. FY 2022-23 Funding Request Amount

\$45,000.00

A.4. Agency's Total Operating Budget

\$345,000.00

A.5. Mailing Address

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

A.6. Project/Program Location Address

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

A.7. Organization Website

www.cetriad.com

A.8. Year 501(c)(3) status obtained

2011

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Margaret Collins, Founding Executive Director

A.13. Email

margaret@cetriad.com

A.14. Phone

(336) 580-1037

CONTACT

A.15. Name, Title

Margaret Collins, Founding Executive Director

A.16. Email

margaret@cetriad.com

A.17. Phone

(336) 580-1037

BOARD CHAIR

A.18. Name

Chris Jones

A.19. Term Expiration

12/01/2022

A.20. Email

cjones@fivepointscapital.com

A.21. Phone

(336) 408-6739

B. Project Overview

Completed by margaret@ccetriad.com on 11/18/2021 11:27 AM

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B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

The Center for Creative Economy seeks funding from the City of Winston-Salem in 2023 for our 7th annual year of Velocity, CCE's signature business accelerator. From 2016-2018, CCE partnered with Creative Startups, based in Albuquerque, NM, to bring the Creative Startups program to NC. At the end of its three-year licensing agreement, CCE developed and launched its own program to better serve creative entrepreneurs in Winston-Salem, the Triad, and NC. With the help of Chris Mumford, Professor of Practice at Wake Forest University and UNC Chapel Hill's Kenan Flagler Business, CCE launched the Velocity Creative Accelerator in April of 2019. Mumford's guidance and expertise as a serial entrepreneur paved the way for CCE to establish a program designed specifically for creative entrepreneurs who are ready to scale their businesses. After hosting five creative business accelerators and having successfully launched the first Velocity cohort in September of 2019, CCE looks to expand our reach.

CCE helps entrepreneurs turn their creative ideas into growing businesses. We designed Velocity to provide entrepreneurs with an array of resources including mentoring, business skill development workshops, networking, and access to investors and financial resources. Velocity is for serious entrepreneurs and delivers in-person and online skill development with cohort participants and works with 40+ mentors to deliver customized advice from industry professionals. Through a 10-week high impact curriculum, teams gain the knowledge and tools to better think, create, tell, and run their businesses. Our learning and action oriented objectives help participants flesh out their business models, hone in on customers, and prepare to launch. We also focus on forecasting financial expenses, marketing strategy, and developing a product market fit. CCE receives competitive applications from around the world each year, and we narrow the finalists through a rigorous judging process that involves over 15 industry leaders. Each year, CCE accepts up to 10 teams into the Velocity cohort.

Historically, nearly half of all accelerator participants have been based in Winston-Salem, supporting CCE's commitment to growing our local economy. In addition, two participants chose to relocate their companies to Winston-Salem as a result of completing the accelerator. Kevin Clark, a 2018 cohort winner relocated his creative health tech startup, Point Motion, from Boston to Winston-Salem in the fall of 2019. And Preet Singh, 1st place winner from the 2019 cohort, relocated his photography automation technology startup, Live Furnish, from New Delhi, India to Winston-Salem in 2020. At the conclusion of the program each year, CCE awards \$50,000 in seed-stage investments, which is split between the top 3 winners.

Funds from the City of Winston Salem will be put towards a portion of the operations for this project in 2023. Specific operational costs include personnel for project management, marketing, and the expenses for the startup participants. In the 10 years since CCE's inception, we have helped launch 56 companies of which 82% are still thriving. Our 56 launched businesses have earned over \$9.9 M in revenues-that's an average of \$1M per year in revenue resulting from CCE's programs. With over 50% of Velocity entrepreneurs' businesses endeavors located in Winston-Salem, the numbers signify how a powerful investment in CCE results in economic growth for our city.

B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

CCE's community partners are crucial elements of Velocity's recruitment process. Over 20 Creative Ecosystem partners in Winston Salem (WS) publicize our application process 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 16,000 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 entirely virtual, participants can attend the program from anywhere in the world. Recently, CCE virtually welcomed cohort participants from France, Spain, and the US.

The annual timeline for Velocity is as follows:

March-April-May: Using social media, mass emails, and informational sessions, CCE markets the Velocity accelerator. Our Ecosystem partners and other NC partners share the Velocity application with their networks. Our team attends specific grassroots created events that feature artists and creatives such as Festivals, Winston Junction Market, Angelo's Artisan Markets, Firefly Market, Ray Len Black Market Friday, etc. and promote the opportunities for Creatives to learn about Velocity.

We have developed an in-depth marketing plan with partner Winston Starts that is focused on promotional events that are targeted and provide direct contact marketing in Charlotte, RTP, and Wilmington as well as at UNCSA, Elon University, High Point University, and UNC Wilmington. We are determined to increase our application funnel and attract applicants to WS for Velocity and potentially as the new home for their enterprise.

April - June: The Velocity application opens and marketing continues.

Mid June: Our panel of judges (mentors, investors, and business owners and entrepreneurs from businesses around North Carolina) select the cohort.

August - September: Velocity begins with an in-person Kick-Off Weekend for those able to attend. The program follows with 9 weeks of workshops and mentoring and concludes with Velocity Week.

Velocity curriculum is delivered through Basecamp, an online portal where cohort members can access documents and submit assignments. Program facilitators host both virtual and in person workshops 2 days a week during the 9 weeks of Velocity. Mentors are also available to meet outside scheduled Velocity hours for additional 1-on-1 sessions. Zoom conferencing allows our participants to attend sessions remotely and work in real-time with mentors.. The relationships members build through the ten week program serve them throughout their careers in entrepreneurship.

To conclude the ten week program, CCE hosts an in-person Velocity Week consisting of workshops, pitch practice, and mentoring sessions. The week-long programming culminates in a pitch competition, where each cohort member casts a Final Pitch to investors and a live audience during Demo Night. In 2021, 6 teams delivered 10-minute pitches to an audience of over 40 investors, mentors, and NC industry leaders who then scored each pitch according to our rubric. In 2020 & 2021 our DEMO DAY was a hybrid event. The three teams who score the highest during Demo Day are awarded equity-free, 0% interest loans. 1st place=\$25K; 2nd place= \$15K; & 3rd place=\$10K.

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

The Center for Creative Economy (CCE) supports the launch and growth of creative businesses and entrepreneurs. There is a severe shortage of resources for creative enterprises to develop their business acumen. Millions of Americans find themselves at risk as a result of the current economic slowdown, and many of their jobs will disappear and not return. Artists and creatives are among the most severely affected workers as 62% have become fully unemployed and nationally are expected to lose \$50.6 billion in income in 2021. The need for retraining these at-risk individuals is high, and a significant number of them will be interested in starting new businesses. CCE is in a unique position to address this challenge. Velocity helps creative entrepreneurs overcome the obstacles and risks associated with a startup by providing a world-class entrepreneurship curriculum, access to mentors, and investors. Velocity establishes Winston-Salem as a

major resource for creatives to not only make, design, and produce their creative products and services, but a place to engage with experts and learn how to develop a strong business using creative skills.

Creative industries contribute over \$804 billion to the U.S. economy, and 4.3% of the U.S. GDP is attributed to the creative economy. Though more and more artists are beginning to launch their own firms, creative education programs lack business skills needed to grow a thriving business. A report from the Center for an Urban Future found that 88% of design schools surveyed said entrepreneurship training was not adequately covered in the curriculum. Furthermore, a 2015 report from the Rockefeller Foundation studied all existing business accelerators in the U.S. and determined that sector-specific programs were the most effective. Programs that focus on a particular industry, i.e. creative enterprises, are more successful than those seeking to help all industries. While most accelerators focus on tech, financial, or energy companies, Velocity was built with creative entrepreneurs in mind. Our programs bring together creative industry leaders, innovators, and investors onto our mentor team to encourage and lead each startup in the cohort to their full potential. Additionally, our investment in the creative sector has helped grow our local, regional, and state economies by supporting new businesses and creating new jobs.

Our impact with women and minority founders is particularly relevant given the recent study published by the Brookings Institute. Their data shows that Women and Minority owned businesses (MWBE's) are critical to economic growth, and following the 2008 recession, they were key to economic recovery. "Although women and minorities were more likely to close during the Great Recession, they helped stabilize the economy during the recovery period. Nationally, women and minority founders added 1.8 million jobs during the recovery." This shows the pent up demand in this demographic to start companies. During the same period, the women and minorities were able to seize the opportunities and execute. CCE works successfully with these critical founders. And we are expanding our programs to address gender and racial inequities and those affected by COVID pandemic.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

CCE believes strongly in the power of collaboration and has established many partners over our ten years of establishment. We are a partner of the Winston Salem Entrepreneurial Ecosystem, which contains over twenty companies dedicated to expanding entrepreneurship in the Triad. Our Ecosystem partners aid us in marketing for our Velocity accelerator.

Additionally, entrepreneurial partners across the state aid CCE in marketing for our Velocity creative accelerator. These companies include Mountain Bizworks, an Asheville non-profit supporting small businesses; Charlotte Is Creative, a business that develops programs and initiatives to foster creativity in Charlotte; and Creative Mornings, a free monthly breakfast lecture series designed for creative communities that has three locations around North Carolina.

Winston Starts, a startup incubator located at 500 W. 5th St has provided CCE with event space for our Final Pitch competition during Velocity week. The organization also sponsors the Explore Award which grants a motivated Velocity participant with an 8-week trial of Winston Starts' startup incubator.

Wake Forest Center for Private Business andalem College's Center for Women and Entrepreneurs in Business, located on the third floor 500 W. 5th Street, provide the home base for Velocity. CCE's staff, mentors and cohort had access to the floor's conference rooms, kitchens, and meeting spaces for Velocity's Kick Off Weekend, bi-weekly sessions, mentoring, and Velocity Week.

CCE has developed a strong partnership with Wake Forest Innovation Quarter over many years. WFIQ contributes financially to CCE and in the past has hosted Velocity's Demo Night event at Biotech Place as part of its sponsorship. The WFIQ marketing team cross-promotes CCE's events, assists with social media, and contributes marketing dollars.

In 2018, CCE was awarded the NC IDEA Ecosystem Grant, developing a strong partnership with NC IDEA. The grant not only provided funding but allowed CCE to develop important connections throughout the state through NC IDEA's statewide entrepreneurial network.

Kenan Flagler Business School and the Kenan Institute of Private Enterprise at UNC Chapel Hill are two of CCE's key partners. Chris Mumford, professor of practice specializing in Entrepreneurship, served as Velocity's lead facilitator and curriculum developer. The Velocity cohort is also eligible to apply for the Startup Consulting program at Kenan Flagler. With support from generous partners, CCE grants awards to some of our most promising cohort members. In 2021, Kilpatrick Townsend, LLP awarded pro bono legal services, Royalty Marketing presented a marketing and social media award, ActionCOACH offered a business coaching package, and Sightsource provided a \$12,000 in pro bono technology consultation.

CCE is grateful for the support of each of its partners and sponsors that make Velocity a thriving and successful program!

C. Strategy and Performance

Completed by margaret@ccetriad.com on 11/18/2021 4:58 PM

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

CCE has many procedures in place to track and evaluate our cohort before, during, and after our program. Before Velocity 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. These surveys allow CCE to track the number of businesses launched and remain thriving each year. We also record the revenue earned, jobs created, and investment raised by our entrepreneurial cohorts. In addition, we track the demographic data and the founders' gains in knowledge, business skills, and confidence in building teams after participating in the CCE programs.

CCE has a passion for inclusivity in entrepreneurship, as reflected in our 2021 Velocity cohort which was comprised of 67% women and 50% people of color. The 2021 program was completed on October 1, and a follow-up survey was

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6 of 30

sent two weeks after the end of the program. We will have additional information and statistics regarding the 2021 cohort by January 2022.

In regards to the actual evaluation mechanisms, CCE utilizes various organizational platforms to track our participant and program data and ensure information is easily accessible by our staff and cohort. Using the startup platform F6S, we track applications to our accelerator and recruit startups from around the world. Basecamp serves as our home base for participant assignments, communication, and project management. The online portal enables mentors, staff, and participants to interact in a meaningful, real-time way. CCE staff utilize Asana task-management software to track completed projects and assignments. CCE utilizes the Google Suite for administrative tasks and organizational operations. Velocity’s required entrance and exit surveys mentioned in section C.3. are distributed through Google Forms. Program data from these surveys are compiled in our annual Impact Report. CCE is in the process of collecting data from our 2021 programs.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

CCE has run the Velocity accelerator for 6 years, and has an excellent track record. It is our signature program and all staff work diligently on its successful execution. During Covid, we have been challenged and needed to tweak our processes and change our marketing strategies. We meet weekly to evaluate these changes and make sure to pivot and adjust as needed.

Attach participant/program data sample report

Participant/Program Data Sample Report *Required

CCE Sample Participant & Program Data Report.xlsx

CCE Sample Participant & Program Data Report.xlsx

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Develop a marketing strategy to target 50 high quality applications with attention to diversity.	Partner with new organizations to target creative and diverse entrepreneurs in Winston Salem, North Carolina, the southeast, and beyond. Utilize F6S	40 startups from 11 U.S. states and 11 countries globally applied to participate in this year’s accelerator, three months after the COVID-19 pandemic struck.	25 applicants from around the world applied to Velocity; Pool contained a high percentage of applications from female entrepreneurs and entrepreneurs of	50 applicants from around the world apply to Velocity; increased applications from female entrepreneurs and entrepreneurs of Color through our

	software to identify start-ups		Color; overall applications down as a result of Covid.	Hustle, Dress for Success and REACH partnerships
Choose innovative companies to participate	Applicants chosen by independent panel of judges	15 independent judges choose teams	15 independent judges choose teams	15 independent judges choose teams
Further develop partnerships, mentors, guest faculty, and investors to participate in Velocity	Explore new tools to improve connectivity virtually; intentionally recruit diverse mentors by establishing partnerships with organizations focused on minority and women entrepreneurs	35+ mentors were engaged with the startups, including guest faculty and investors. Mentors were organized into general and functional roles for increased effectiveness.	30+ mentors including board members, local entrepreneurs, investors, and graduates provided guidance to the startups. Organization and delegation of tasks proven effective.	35 mentors to participate in Velocity 2022; increase diversity of mentor network to ensure representation of diverse perspectives and backgrounds
Procure funding through grants and donations	Hired Development and Operations Manager; increase grant applications	Secured \$275,000 in funding from public and private sources in midst of a pandemic	Secure \$285,000 in funding from public and private sources	Secure \$305,000 in funding from public and private sources including 10 new grant opportunities
Implement online curriculum	Utilize feedback and evaluation surveys to make changes as necessary to improve the virtual experience.	New 10 week Velocity Curriculum delivered online through Basecamp and through sessions with lead facilitator, Chris Mumford.	Successful online implementation of the program during COVID-19, including integration of Zoom and Basecamp.	Enhance curriculum to focus on areas of cohort's greatest needs, including financials and business model.
Host Velocity Week in Winston Salem Increase registration at our Velocity Demo Day by 15% in the current cycle	Grow reach and work to build live audience for 2021 final pitches (either virtual or in person) Research opportunities to offer Velocity winners an investment of cash	Velocity Week held September 27 through October 2, 2020 at 500 W. Fifth Street and the Courtyard Marriott Hotel on 4th Street in Downtown Winston Salem. Mentors led workshops and participated in one	Hosted a high-quality, impactful Velocity Week in 2021 that incorporates both in person and online components. Presented workshops and coordinate mentoring sessions	Research more in depth opportunities for how to elevate the hybrid learning experiences. Tailor workshops and coordinate mentoring sessions to prepare

	vs. the existing 0% interest loan	on-one sessions. Three start-ups split a pool of seed-stage Investment. \$50,000 Demo Day- in person attendance was 35 due to Covid, with 30 more attending online	to prepare participants for Final Pitches. Participants pitch for up to \$50,000 in seed Funds. Demo Day 2021- In person attendance was 50 people and 30 more on line	participants for Final Pitches. Participants pitch for up to \$50,000 in seed funds. Demo Day 2022- 100 people to attend in person with 50 on line.
Establish best practices for hybrid (in-person and online) delivery of Demo Day	Consult with experts in virtual conferencing to evaluate a hybrid delivery of Demo Day	Held Demo Day in a hybrid format due to the COVID-19 pandemic	Successful delivery of hybrid Demo Day including seamless integration of zoom technology to enable more people to attend in the wake of the pandemic.	Continue to offer a hybrid curriculum to accommodate both in person and online participants. Final pitches and Demo Day to be hybrid as well.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	525	575
FY 21-22 Current Year Projected Results	550	600
FY 22-23 Next Year Anticipated Results	575	625

C.6. FY 20-21 Program Accomplishments

Velocity 2021 was extremely successful despite the COVID-19 pandemic and our pivot to a hybrid delivery for Demo Day. 25 startups from 11 U.S. states and 11 countries globally applied to participate in this year’s accelerator. Of the 6 startups chosen for the program, 67% are founded by female entrepreneurs and 50% are founded by people of color. Two companies were locally based in Winston-Salem. Over 15 additional companies viewed the application and started the process.

15 independent judges assessed the applicant pool and selected our Velocity cohort. Additionally subject matter experts advised CCE on the validity of the applicants, the problem, solution, and market they were approaching. We also enlisted Velocity alumni into the process this year which the cohort found extremely valuable.

The Velocity 2021 accelerator had over 40 mentors, including board members, local entrepreneurs, investors, and graduates of the Velocity accelerator.

In the 2021-2022 fiscal year, CCE secured \$285,000 in funding from public and private sources. Even with the challenges of the pandemic, CCE set and achieved goals and even stretch goals to establish sustainable support.

Although Velocity accelerator has always had an online component, the COVID-19 pandemic pivoted many of

Velocity's activities to both hybrid and fully virtual formats. We had a great variety of guest facilitators that led workshops in customer discovery, business model development, financial management, market strategy, and messaging and marketing. Our facilitators were welcomed through Zoom webinars as well as one-on-one mentoring sessions that translated well to a virtual format. The customized mentorship is an incredibly rich experience for the cohort, and one of the things most often mentioned as an asset to the cohort. Also in 2021, CCE intentionally focused the curriculum on additional topics including customer discovery, business model development and financial forecasting. This resulted in great improvements in the cohorts ability to communicate their business models succinctly during the Final Pitches to investors and mentors.

CCE considered Velocity Week 2021 a huge success. 6 cohort teams joined CCE in Winston Salem for in-person activities. CCE hosted content sessions each day, and coordinated both in person and virtual mentor sessions. Programs were held at CCE's offices at 500 W. Fifth Street and the out of town participants stayed at the Embassy Suites on Cherry Street in downtown Winston Salem. The week culminated in two pitch events on September 30 which were streamed virtually. The cohort gave 10 minute pitches to investors and mentors as part of the Final Pitch event, and each team was scored according to our rubric. In the afternoon, CCE hosted a public Demo Day where Mayor Allen Joines welcomed the attendees and provided an update on CCE's success to date. CCE hosted 45 in-person attendees and 27 virtual guests. Each team then gave a 2 minute pitch and the winners of the investments were announced. Three start-ups split a pool of \$50,000 in seed stage investment. Mentors, investors, strategic partners, and community members were invited to join the pitch competition virtually.

Here are our cumulative stats to date:

56 Companies launched (82% thriving)

167 jobs created

\$9.9 M in Revenue earned

\$13.1 M in Investment raised

67% female founded

53% minority founded

C.7. FY 22-23 Key Objectives

CCE aims to expand our reach throughout the 22-23 fiscal year. Through new partnerships and expansion efforts, we will continue to contribute to the local creative economy by empowering startups to succeed. In ten years, the CCE companies launched out of the Velocity program have generated over \$9.9 M in revenues. As an economic engine, CCE is assisting in the creation of \$1 M of annual revenue. While we accept participants from other areas of the United States and world, we are also courting participants to move their businesses to Winston Salem. Kevin Clark of Point Motion, Velocity 2018, moved his business from Boston to Winston Salem after completion of our program. Also, Preet Singh, CEO & Co-Founder of Live Furnish, moved his business to Winston Salem from New Delhi, India after his Velocity 2019 training. Our intention is to keep dollars local and reinvest funding back into Winston Salem's economy.

We will start marketing and recruitment for Velocity earlier next year. We are seeking grants to provide scholarships that would allow more promising start-ups to participate in our programs.

Additionally, we continue to work closely with partners like HUSTLE WS, DRESS FOR SUCCESS and REACH Women's Network. These partners help CCE broaden our applicant pool. HUSTLE Winston Salem works towards bridging the gap of entrepreneurial inequality through programming for women, people of color, and those in marginalized business districts. HUSTLE's expansive marketing network and entrepreneurial facilitation programs will allow CCE to reach a more diverse audience. DRESS FOR SUCCESS is a non-profit that provides professional training, job interview preparation, and professional clothes allotment to women searching for employment. CCE is beginning a new training with DRESS FOR SUCCESS participants which introduces the idea and principles of Entrepreneurship, Entrepreneurship may be a viable option for DRESS FOR SUCCESS participants as a "side hustle" to supplement their income or possibly as an option of non-traditional employment. REACH is an organization of professional women that seeks to advance

economic development and promote gender equality by elevating the collective voice and influence of professional women. REACH provides CCE with a network of influential professional women to provide customized mentorship for participants in CCE's programs.

Furthermore, CCE strives to improve our hybrid delivery of programs. We will continue to explore new tools to improve connectivity. Given that we were able to deliver the Final Pitches remotely, we were able to attract investors from outside Winston Salem to hear the cohort pitch. This is helping CCE develop relationships with investors, future mentors and funders.

CCE is also increasing its fundraising goal for FY 22-23 as we did in FY 21-22. We are currently applying for numerous grants to support our ongoing programming and increase our capacity to serve. We have recently been granted funding from WS Foundation, Forsyth County, Bank OZK, Truist, Inmar, and numerous other corporate sponsors for the FY 22. We have enhanced our staff with a seasoned fundraising professional who helps CCE increase our Development goals and activities.

Attach participant/program data sample report

Documentation



Participant/Program Data Sample Report

CCE Sample Participant & Program Data Report.xlsx

CCE Sample Participant & Program Data Report.xlsx

D. Organizational Capacity

Completed by margaret@ccetriad.com on 11/19/2021 10:23 AM

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

The Center for Creative Economy (CCE) is a nonprofit 501(c)(3) organization located in Winston-Salem, NC. Since 2011, CCE has created and launched programs that address the lack of inception stage business training available for creatives and artists. CCE educates and provides customized mentoring to fulfill our mission to Launch, Grow, and Accelerate creative entrepreneurs and businesses.

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, fashion, 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.

Our Velocity accelerator is designed for creative entrepreneurs who are ready to scale their businesses. Velocity delivers in-person and online skill development with cohort participants and works with 30+ mentors to deliver customized advice from experienced industry professionals. Through a high impact startup success curriculum, teams gain the knowledge and tools to better think, create, tell, and run their businesses. CCE receives competitive applications from around the world each year, and narrows the finalists to startups in creative industries through a rigorous judging process that involves over 15 industry leaders. Each year, CCE accepts up to 10 teams into the Velocity cohort. Historically, nearly half of all accelerator participants have been based in Winston-Salem, supporting CCE's commitment to growing our local economy.

FUNCTION (5 POINTS)

D.2. How long has your organization been in operation?

The Center for Creative Economy was founded on February 17, 2011.

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

CCE's mission is to support and grow the creative industries in Winston-Salem. CCE contributes to Winston-Salem's brand image as "The City of Arts and Innovation," and the city's dedication to supporting entrepreneurship corresponds with CCE's mission. We actively support creative enterprises and contribute to Winston-Salem's

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12 of 30

economic development through our programming. These enterprises impact the success of all other economic sectors. A successful creative economy attracts talent and other businesses to the area, increasing the pace of innovation, commerce and tourism. CCE serves all Triad communities including Winston-Salem, Greensboro, and High Point.

In 10 years, CCE launched companies have earned over \$9.9 M in revenues, attracted \$13.1M in investments, and created 167 jobs. These statistics speak to an impressive return on investment. Funding from the City of Winston-Salem will allow us to continue to support and launch creative businesses that result in a multiplier effect including cultural and financial results.

Our Velocity Accelerator provides many tangible benefits to the city and its citizens. The program offers valuable programming, business development, and access to capital for early stage companies. CCE also hosts Kinetic bootcamps and networking events through our Momentum program. During our 2021 Velocity accelerator, we served startups from Washington DC, Newark, NJ, Greenville, SC, Wilmington, NC, and two startups from right here in Winston Salem. An 2019 Velocity entrepreneur from New Delhi, India has since moved his business to Winston-Salem. An entrepreneur from the 2018 Velocity cohort relocated from Boston following the accelerator. Their experience with the program and the Winston-Salem community has been very positive. CCE attracts startups from all over the U.S. and internationally; however, since 2016, 55% of our cohort participants have come from Winston-Salem, the Triad, and NC.

Furthermore, CCE’s expanded focus on women and minority entrepreneurs is a natural outgrowth of our existing programs. In recent months, the Center for Creative Economy has thought critically about how we can use our platform to elevate marginalized communities through entrepreneurship. CCE’s mission has always been to support underserved entrepreneurs, but some entrepreneurs face disproportionate barriers to success. According to The Hamilton Project*, minorities and women often cannot easily tap into business networks. Professional networks disproportionately consist of people with similar backgrounds. Because fewer businesses are led by minorities or women, it is difficult for entrepreneurs in these groups to gain advice, connections, or funding. Due to our bounty of resources and networks, CCE is in a unique position to address this challenge. Our newly established partnerships with HUSTLE WS, DRESS FOR SUCCESS, and REACH will allow CCE to expand our reach among women and entrepreneurs of color and grow our mission of inclusivity in entrepreneurship.

*Minority and Women Entrepreneurs: publication by The Brookings Institute

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel and executive staff involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Oversees implementation of program; gathers mentors and investors; finalizes curriculum	60	10.00 %
Development & Operations Manager	Manages the day-to-day operations of Development and Fundraising including grants, annual appeals, special events, sponsorships and speciality campaigns; assists ED with operational flow to ensure adequate marketing and programming tasks are executed.	40	40.00 %
Operations & Programming Coordinator	Prepares and executes the actual programming elements including technology, scheduling, and quality control. Assists with marketing, promotion and PR of all 3 signature CCE programs.	40	50.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Margaret Collins	Founding Executive Director	\$75,000.00	10.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

CCE10thAnnivOrgFlowChart.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

For the past three years, our process has incorporated a group interview which is facilitated by our former board member, Mary Ann Hauser, president of ActionCOACH, who is very knowledgeable about the hiring process..

With the hiring for our most recent position, Development Manager and Operations, we did use the group process. We post our positions on Hiring Steps, LinkedIn, Indeed, and on our social media channels. We reach out to our colleagues in the WS ecosystem, a diverse group of entrepreneurial support providers, to make them aware a position at CCE is open. We work hard to recruit a diverse pool of candidates, and consider all candidates equally based on merit.

The recent position attracted 20 candidates, and 10% were African American.

CCE is a female-founded company, and currently 100% of our staff are female-identifying.

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1		
Professionals				2		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						

Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

Attach a list of all Board Members AND compensation (other than per diem) *Required

CCE Board of Directors 8_26_21-2.pdf

D.9. Number of full Board meetings held during the last twelve months

6

D.10. Number of Board's Executive Committee meetings held during the last twelve months

10

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

n/a

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

CCE has experienced a variety of successes as it relates to accepting challenges and pivoting with solutions. While our programs have had a virtual component prior to COVID-19, the pandemic has required us to invest in better technology, staff training, and the importance of things like technological “back ups”. While CCE programs have had a virtual component prior to the pandemic, it was largely focused on allowing program participants the option to attend virtually. With the spread of COVID-19, CCE addressed and continues to address and offer the opportunity for mentors and facilitators to participate virtually. This pivot was done quickly through training sessions to ensure that technological glitches were kept to a minimum.

Another example of CCE’s past success with flexibly responding to unforeseen events is our decision to move final DEMO DAY 2021 (Velocity) to a hybrid event with limited in-person audience and a virtual audience as well. We held off making this decision to ensure that we had access to all the pertinent and “real time” information regarding the COVID-19 spread and mandates. While we prefer the excitement and energy of an in-person DEMO DAY, we made the decision three weeks out to move the event into a hybrid model.

Our best practices learned have involved the implementation of backup systems. If we plan to share a powerpoint, it is loaded onto the presentation computer, shared in a Google Drive, emailed to the entire presentation team as a downloadable attachment and available on a thumb drive. Additionally, we now train three staff members as technological facilitators to ensure that we can all share the responsibility of the work.

Finally, our best practice as it relates to unforeseen circumstances and the decisions that often have to be made in light of the situation, is to gather all the information and evaluate the potential impact for the following models:

cancel, postpone, go 100% virtual, engage in a hybrid facilitation.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

CCE defines creative businesses as those working in design, architecture, advertising, publishing, art, crafts, culinary, fashion, film, videography, performing arts, TV and radio, interactive digital media, gaming, and related creative technologies. The application to Velocity is easily accessible through CCE's website and the F6S portal. Marketing efforts to promote the application are coupled with informational sessions in a variety of spaces/places outside 500 W. 5th Street. We establish informational sessions through partner and support organizations such as the Downtown Art Academy, MIXXER, The Arts Council of Winston Salem & Forsyth County, Wiseman, and Winston Salem State University. These sessions offer the opportunity to learn about the programs and CCE staff are on hand to walk potential applicants through the process. CCE staff members are always available to answer questions about the application process and the skills we seek in our cohort. Applications are reviewed by a panel of fifteen independent judges who rate the start-ups based on their skillset and potential for success. We are constantly looking for ways to make our programs more accessible and do not want cost to be a barrier to our programs.

CCE is also forming partnerships with HUSTLE Winston Salem, DRESS FOR SUCCESS, and REACH Network. Our organizations are intentionally collaborating to offer more opportunities for women and entrepreneurs of color. In addition to providing invaluable resources to our Kinetic bootcamp, our collaborations with HUSTLE WS, DRESS FOR SUCCESS and REACH will make CCE's programs even stronger, and grow our mission of inclusivity in entrepreneurship. Our partnership will allow the best of all four organizations to come together to stimulate new entrepreneurial businesses. CCE has developed a Statement of Diversity and Inclusion and is setting goals and milestones to achieve concrete results. Those include diversifying our mentor network and organizational leadership.

E. Cost Effectiveness

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Completed by margaret@cetriad.com on 11/19/2021 12:18 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$179,900.00	\$86,141.00	\$188,100.00
Fundraising	\$30,445.00	\$5,500.00	\$32,000.00
Management and General	\$115,155.00	\$38,889.00	\$124,900.00
Total Expenditures by Program	\$325,500.00	\$130,530.00	\$345,000.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$203,000.00	\$80,201.00	\$211,000.00
Employee Benefits	\$10,900.00	\$1,600.00	\$12,000.00
Facility Rent and Utilities	\$6,600.00	\$3,400.00	\$6,600.00
Training and Conference Registration	\$1,000.00	\$100.00	\$2,000.00
Membership and Dues	\$2,000.00	\$915.00	\$2,000.00
Travel and Transportation	\$1,750.00	\$1,000.00	\$2,000.00
Grants to Individuals and Organizations	\$1,000.00	\$1,000.00	\$2,000.00
Contracted Fundraising Services	\$30,445.00	\$5,500.00	\$32,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$37,800.00	\$30,000.00	\$40,400.00
Other Operating Expenditures	\$31,005.00	\$6,814.00	\$35,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$325,500.00	\$130,530.00	\$345,000.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$25,000.00	\$25,000.00	\$45,000.00
Forsyth County	\$25,000.00	\$18,000.00	\$25,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$6,000.00	\$3,928.00	\$6,000.00

Memberships	\$4,000.00	\$528.00	\$4,000.00
Donations	\$85,000.00	\$20,700.00	\$85,500.00
Foundation Grants	\$93,000.00	\$17,500.00	\$90,000.00
Interest and Investment Income	\$2,000.00	\$1,374.00	\$1,500.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$85,500.00	\$43,500.00	\$88,000.00
Total Revenues by Category	\$325,500.00	\$130,530.00	\$345,000.00

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

CCE's other operating expenses include the following items: Bank charges/fees, equipment lease, insurance, business meals, printer supplies, parking, payroll fees, postage, stationery & printing, supplies, and telephone.

CCE's Other Revenues include the corporate sponsors for the Velocity accelerator. These include the L. David Mounts Foundation, Looking Glass XR, Bank OZK, Womble Bond Dickinson, Inmar Intelligence, BB&T now Truist, Wells Fargo, Schell Bray, Kilpatrick Townsend, and WF Innovation Quarter. Also included are individuals who donate as sponsors.

The full budget for the Velocity Creative Accelerator is over \$150,000. We sincerely appreciate the city's support, but CCE has to raise funds from a number of sources.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2020	Community Agency	\$25,000.00
2019	Community Agency	\$25,000.00
2018	Community Agency	\$25,000.00
2017	Community Agency	\$25,000.00
2016	Community Agency	\$25,000.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Velocity Creative Business Accelerator	\$45,000.00	\$143,100.00	Forsyth Co., Bank OZK, Looking Glass XR, Womble Bond Dickinson, Inmar Intelligence, Truist, Schell Bray, Kilpatrick Townsend, Winston Salem Foundation, Shuyi Mo, Private Individuals
	\$45,000.00	\$143,100.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will

be used to carry out proposed programming.

City resources will be used to fund the key components of the Velocity accelerator. These include licensing curriculum materials, venue rental, marketing, and project management.

Our Velocity mentors serve in a pro bono capacity which provides enormous value to the program. We receive in kind resources from numerous businesses for goods and services including printing from Excalibur Direct Marketing, venue support from Flywheel, Salem College, WF Innovation Quarter, and Winston Starts; legal support from Womble Bond Dickinson, and Kilpatrick Townsend, and marketing support from Royalty Marketing.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

The Center for Creative Economy receives non-monetary assistance in regards to our programming and general operations. CCE is fortunate to receive pro-bono legal services from Womble, Bond and Dickinson as well as Kilpatrick Townsend. The non-monetary assistance from these two legal firms allows CCE access to high quality legal services and advice. As well, CCE receives discounted services from Royalty Marketing including the design and maintenance of our website. As it relates to our program participants, CCE is fortunate to count Kilpatrick Townsend, Royalty Marketing, Sightsource, and ACTIONCoach as pro bono partners. These partners provide complimentary service “awards” for winners of the Velocity Demo Day pitch contest (legal, Marketing/Social Media/Technology, and business coaching). While CCE doesn’t directly benefit from this particular non-monetary assistance, it is worth noting that these prizes are coveted awards amongst our Velocity cohorts.

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

We have worked diligently over the years to dramatically increase our outreach and impact, which has increased our costs. We are very grateful to the city who has funded us for the past 5 years. With CCE’s proven 10-year track record of bringing \$1M in annual revenue to the city and beyond, CCE respectfully requests \$45,000. The additional \$10,000 (FY 21-22’s request was \$35,000), will be used to elevate CCE’s marketing and outreach to recruit the top level participants into our programs. We appreciate the city’s support of creative entrepreneurs and the programs we host to serve them. As Mayor Allen Joines recently stated, “From our standpoint, CCE has a clear economic impact on Winston Salem. It’s already created 167 jobs. It is responsible for over \$9 M in revenues created here and \$13 M in investments. It is an economic engine for Winston Salem”.

2021 marked the 10th anniversary of our organization. We launched a fundraising campaign that will contribute to the sustainability of our organization. CCE is working hard to be fully sustainable. We have made the investment of hiring a full time Development specialist that leads our increased Development/Fundraising initiatives.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

CCE has hired a Development & Operations Manager in 2021 to help support our fundraising efforts. The Manager’s tasks included implementing an upgraded and comprehensive new development program that Stepstone Strategic Partners has recommended for CCE (Neon). Our new Development specialist is responsible for research on prospective donors and the best approaches for fundraising.

The Development & Operations Manager is planning CCE's first (and hopefully) annual fundraising event to celebrate CCE’s 10th anniversary entitled SHINE on May 19, 2022.

The hiring of our new Development & Operations Manager builds on the great foundation that CCE has developed over the past 4 years, and increases fundraising to provide sustainability of the organization.

We desire to put the right structures in place now so that the organization can continue to grow and succeed.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

CCE faces competition from other colleagues in the entrepreneurial training space including Winston Starts, Flywheel, Forsyth Tech Small Business Center, HUSTLE, and the Kenan Institute for the Arts. However, CCE’s programs are the only ones among these that seek to serve the under-resourced creative entrepreneurs, specifically women and minorities. We bring together cohorts of like minded individuals that learn from each other and help support one another after the program is complete. Through a comprehensive marketing strategy that specifically targets creative entrepreneurs, we can maintain our reputation as a highly respected and successful program.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

The continuation of the COVID-19 pandemic may significantly alter our program’s implementation. If state or national policies dictate maximum capacities, our in-person Demo Day has to pivot to a hybrid virtual/in-person format. We may need to reduce our capacity for Demo Day and Velocity Week activities for 2022 as well. CCE experienced staff transitions during 2021. While we hired our Development & Operations Manager in August of 2021, her start date coincided with the actual Velocity program. While successful on-boarding did occur, it was a hectic time to welcome and train an integral team member. There may be an institutional barrier regarding the new Manager's learning curve during the 2022 Velocity planning period and procedures. Additionally, a 3-year employee and former intern, resigned in 2021 to focus and complete her MBA program. CCE supports the pursuit of higher education, however, the timing did present barriers in the execution of the 2021 Velocity. Without that long-term employee's institutional knowledge, new team members were constantly in a learning curve, often making errors that required immediate pivots and corrections. We also had to dismiss a full time Marketing person who was unable to complete duties and honor the demands of the position. Moving into 2022, CCE has hired a temporary programming specialist in a 90-day trial period. Institutional barriers include hiring a full time programming person as well as addressing the staff needs for a marketing specialist.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	45000
Number proposed to be served for the year:	625
Average City funds per beneficiary:	72
Proposed funds from all sources:	345000
Number proposed to be served for the year:	625
Average total funds per beneficiary:	552

F. Required Documents

Completed by margaret@ccetriad.com on 11/19/2021 12:28 PM

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

CCE Signed Conflict Interest Policy-Feb2011.pdf

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required

CCE 990-2019 Public Disclosure Signature Page.png

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_8.24.21.pdf

IRS 501(c)3 Designation Letter *Required

IRS Tax Exempt Ltr-CCE-Amended FY 6.22.11.pdf

Audited Financial statements or third-party review from 2019 and 2020. *Required

2020 CCE Financial Review Report-final.pdf

North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)

***Required**

NC Revenue-Tax-Exempt Status Letter 9.28.11.pdf

Participant/Program Data Sample Report *Required

CCE Sample Participant & Program Data Report.xlsx

CCE Sample Participant & Program Data Report.xlsx

Other

LeanderLetterofSupport.pdf

LeeThompsonLetSupport.pdf

Jenni Earle Letter of Support.pdf

2021_velocity_demonight_program-web.pdf

2021velocityweek_booklet_web.pdf

G. Income Based Projects/Services Only

Case Id: 14478
Name: Center for Creative Economy - 2022/23
Address: *No Address Assigned

Completed by margaret@ccetriad.com on 11/18/2021 11:39 AM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by margaret@ccetriad.com on 11/18/2021 11:38 AM

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet. ***Required**

Placeholder.pdf

Participant/program data sample report *Required

Placeholder.pdf

Market study or other analysis to verify the need for the project. *Required

Placeholder.pdf

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format. *Required

Placeholder.pdf

I. Emergency Shelter Only

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

Completed by *margaret@ccetriad.com* on 11/18/2021 11:38 AM

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by margaret@ccetriad.com on 11/18/2021 11:39 AM

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

K. HOPWA

Completed by margaret@ccetriad.com on 11/18/2021 11:39 AM

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

No

Submit

Completed by margaret@ccetriad.com on 11/19/2021 12:28 PM

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Margaret Collins

Electronically signed by margaret@ccetriad.com on 11/19/2021 12:28 PM

IDIS Setup

No data saved

Case Id: 14478

Name: Center for Creative Economy - 2022/23

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE