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# **FY2017-2019 Sustaining Impact Grant Program Guidelines**



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# Sustaining Impact Grant Program Guidelines

## Background

The purpose of the Sustaining Impact Grant Program is to provide ongoing general operating support to arts organizations whose programming supports the goals of ArtsWave's Blueprint for Collective Action in order to ensure their ongoing capacity to drive community impact.

## Funding Categories

The Sustaining Impact grant program has three funding categories:

- **Regional with budget of \$1M+:** Organizations that do not serve a specific geographic area and have an annual budget of \$1 million or more
- **Regional with budget <\$1M:** Organizations that do not serve a specific geographic area and have an annual budget of less than \$1 million
- **Community Based:** Organizations that primarily serve a specific geography

Each funding category has different application instructions.

## Who May Apply

To be eligible for the Sustaining Impact grant program, organizations must meet all of the following criteria:

- Have a primary mission to provide programs or activities in areas directly concerned with arts or cultural heritage for the general public
- Be based in the Cincinnati-Middletown, OH-KY-IN MSA, which includes the following counties: Brown, Butler, Clermont, Hamilton and Warren Counties in Ohio; Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton Counties in Kentucky; and Dearborn, Ohio and Union Counties in Indiana
- Have a 501(c)3 tax status for five or more years for the Community Based and Regional with budget <\$1M funding categories OR 10 or more years for the Regional with budget \$1M+ funding category
- Employ at least 1 FTE paid and/or contract professional and/or administrative staff (Full time is defined as an average of 30 hours per week.)
- Have received some form of funding support from ArtsWave in at least three of ArtsWave's last five fiscal years
- Have maintained a balanced budget over the organization's past three fiscal years

Eligibility must be confirmed on an annual basis.

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## Application Process

The following is an overview of ArtsWave's FY2017-2019 Sustaining Impact grant program application process. News, updates and events will be posted on the ArtsWave website and distributed via email.

We strongly recommend that you begin your online application well before the due date to familiarize yourself with the online grantmaking system and to address any technical concerns.

### PRE-APPLICATION

#### New Applicants

New applicants are required to submit a Letter of Interest (LOI) and are therefore encouraged to contact ArtsWave well in advance of the LOI deadline to discuss their eligibility to apply. For assistance, please contact: Heather Hallenberg, Director of Grantmaking & Strategic Initiatives, at 513-632-0128 or [heather.hallenberg@theartswave.org](mailto:heather.hallenberg@theartswave.org).

LOIs will be reviewed by ArtsWave staff to determine if the applicant organization meets all of the eligibility criteria and has programming that aligns with the goals of the Blueprint for Collective Action. Those applicants that fulfill both conditions will be invited to submit a full application package for their assigned funding category.

#### Current Grant Recipients

Current grant recipients are required to complete an Eligibility Checklist to ensure their continued eligibility to receive funding through the Sustaining Impact Grant program. Changes in eligibility status will be evaluated on a case-by-case basis and will not necessarily result in immediate suspension from the grant program.

### APPLICATION PACKAGE

The application package is comprised of two components: the financial summary and the main application. While completing your application package, remember these tips:

- Be brief, clear and direct, focusing on what is most important.
- Panelists will be instructed to take a holistic approach to reviewing your application, so take a holistic approach in creating it.
- Panelists may have little or no prior knowledge of your organization. Don't assume that:
  - They have extensive knowledge of particular artistic disciplines
  - They know the meaning of acronyms
  - They understand the characteristics of your community or audience
- We recommend that you prepare your responses offline in a word processing program and then copy and paste them into the appropriate sections of the online application.
- Limit the use of bullets and other formatting in text fields.

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- Add [mail@grantapplication.com](mailto:mail@grantapplication.com) to your safe senders list to ensure that you receive all communications from the online grantmaking system.
  - Use the Glossary as a resource; the definitions of key terms should help guide your responses.

### Financial Summary

The financial summary consists of six sections:

- Organization Information
- Financial Reporting Form and Variance Explanations
- Financial Audit (required for organizations with an annual budget of \$1 million or more)
- Operating to Audit Reconciliation form (required for organizations with an annual budget of \$1 million or more)
- Financial Questions
- Statement of Assurances

**Note: ArtsWave is no longer requiring the use of OCDP (now known as DataArts). However, you may continue to use the system if you wish or as required by other funders.**

### Main Application

The main application has five sections:

- Organization Profile
- Community Impact
- Organizational Capacity
- Support Materials
- Statement of Assurances

The main application will be evaluated based on the following funding criteria which are the principles that anchor the application process:

- **Community Impact** – an organization’s ability to maximize its capacity to support the goals and roles of the Blueprint for Collective Action (**75% weighting**)
- **Organizational Capacity** – an organization’s ability to manage for today and plan for tomorrow in order to be able to drive sustained impact in the community (**25% weighting**)

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## APPLICATION SUBMISSION

All application materials must be submitted via the online grantmaking system by **Friday, April 1, 2016, at 11:59 pm EST.**

Note: ArtsWave is unable to provide technical support past 7:30 pm on Friday, April 1, 2016. At midnight, the system will no longer allow you to submit your application. **Late applications will not be accepted.**

## POST APPLICATION

### Application Review Process

#### Financial Summary

The Financial Summary will be reviewed in a separate process by a Financial Review Panel that includes ArtsWave staff and community volunteers with expertise in this area. The Financial Review Panel will review the Financial Summary portion of the application for applicants in all three funding categories.

#### Main Application

The Main Application will be evaluated by panels of community volunteers from around the region. Panelists are chosen to represent as wide as possible of a cross-section of ArtsWave's corporate partners and community members. Each funding category will have a different review panel.

ArtsWave staff do not score applications. Rather, ArtsWave staff manage all administrative and logistical tasks necessary to conduct a successful panel review including:

- Providing panelists with training and materials to ensure they are able to evaluate applications effectively
- Informing panelists of ArtsWave policies and procedures
- Providing all available objective information regarding applicant organizations to the panel

#### Presentation

All applicant organizations will be asked to make a presentation to the panel before the panel members submit their final evaluations. The purpose of these presentations is to give applicants an opportunity to provide the panel with additional insight about their organization and to give the panelists an opportunity to ask questions about the main application.

Note: If the panel has questions about the financial summary, ArtsWave will send them to applicants to be addressed in writing in advance of the presentations. Therefore, applicants will not need to bring financial representatives to the presentations.

## Application Scoring

### Financial Summary

Each financial summary will be given one of three designations by the Financial Review Panel:

| Designation  | Definition   |
|--------------|--|
| Pass         | Organization meets all minimum financial requirements.   |
| Probationary | Operations are not balanced over three years but the differential is less than 10% of the organization's 3-year average annual operating expenses (The three years are: FY2014 actual, FY2015 actual, and FY2016 projections.) |
| Fail         | Organization does not meet minimum financial requirements.   |

### Main Application

Panelists will use the funding criteria to evaluate and score the application on a scale of 1 to 100. Your organization's commitment to each funding criteria should thread through your entire application. By demonstrating this commitment, organizations of any size and discipline can achieve an overall rating of "Exceptional".

| Score     | Rating      | Definition   |
|-----------|-------------|--|
| 82 to 100 | Exceptional | The applicant has provided <u>overwhelming</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. All responses are clear, well-articulated and appropriate. The support materials are highly relevant, high quality and result in a deeper understanding of the organization.                                  |
| 61 to 81  | Strong      | The applicant has provided <u>sound</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses were clear, well-articulated and appropriate. The support materials are highly relevant, high quality and result in a deeper understanding of the organization.  |
| 42 to 60  | Good        | The applicant has provided <u>sufficient</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses are generally clear and appropriate, but not consistently well-expressed. The support materials are of average quality and relevance, so don't necessarily enhance understanding of the organization. |
| 21 to 41  | Fair        | The applicant has provided <u>limited</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses may be appropriate, but are limited in detail. The support materials are limited and/or inconsistent in quality.   |
| 1 to 20   | Weak        | The applicant has provided <u>very limited</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses lack detail and are hard to understand. The support materials are insufficient and/or of poor quality.  |

**An organization must receive a total score of 50 or higher to receive funding through the Sustaining Impact grant program.**

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## Determination of Award Amount

Grant awards will be made as a percentage of the organization's 3-year average annual operating expenses. (The three years are: FY2014 actual, FY2015 actual, and FY2016 projections.) The minimum award amount will be 5%. As in the past, ArtsWave will not fund more than 20% of an organization's annual budget.

## Grant Requirements

Sustaining Impact Grants are 3-year awards contingent upon campaign and organizational performance (grant recipients will receive notification of their annual award amount, which is renewable for two additional years). In order to receive funding from ArtsWave, an organization must fulfill all grant requirements for the duration of the grant period, accurately represent its organization and its activities in all documents submitted to ArtsWave, and continue to meet the minimum eligibility criteria.

## Key Dates

| Letter of Interest/<br>Eligibility Checklist<br>Due | Application<br>Package Due      | Proposal Review<br>and Presentations | Funding<br>Decision | Initial<br>Grant Payment |
|---|---------------------------------|--------------------------------------|---------------------|--------------------------|
| October 15, 2015<br>by 11:59pm EST                  | April 1, 2016<br>by 11:59pm EST | May 2016                             | June 24, 2016       | September 15, 2016       |

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# Blueprint for Collective Action

**Our Vision – A more vibrant regional economy and more connected community for all.**

## Overview

By supporting a wide variety of art forms and providing strategic leadership for the arts sector in the broader community, ArtsWave creates an environment where the growing impact of the arts is felt and celebrated by the entire community.

The Blueprint for Collective Action provides a focus for ArtsWave’s community investments and strategic initiatives for the next ten years. The Blueprint is designed to achieve three things:

- Align with broader community goals
- Provide more clarity and specificity around the kinds of activities and outcomes ArtsWave desires
- Leverage more support from the community by demonstrating relevance to the community

By focusing the ArtWave’s investment strategy, the Blueprint is intended to stake a bold vision for the region for enhanced impact through the arts by establishing five community goals and creating a roadmap for their achievement.

## Requirements by Funding Category

**Regional with budget of \$1M+** - Organizations in this funding category are expected to address all five goals of the Blueprint.

**Regional with budget <\$1M** - Organizations in this funding category are expected to address two of the five goals of the Blueprint.

**Community Based** - Organizations in this funding category are expected to address the “Arts Enliven Neighborhoods” goal plus one additional goal of the Blueprint.

## Blueprint Goals and Roles

The Blueprint is based on the following principles:

- All goals have equal priority.
- Every arts organization plays a part in achieving our collective goals through a wide variety of activities and programs that create community impact -- some new, many already established.
- Individual arts organizations (of any size or discipline) can play specific roles in support of the achievement of each goal.



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- No single arts organization can fulfill all roles for all goals all the time. A diverse arts community supporting many different types of organizations and activities is necessary to fulfill all roles and achieve all goals.
  - A single activity or program may fulfill several roles and may advance progress on more than one goal.
  - Larger institutions that receive more support are expected to take an active role in achieving all five Blueprint goals.
  - ArtsWave, too, has specific roles to play in the achievement of each goal. ArtsWave must leverage its position as leader, connector, aggregator, and partner to build capacities sector-wide.

### **ARTS PUT CINCINNATI ON THE MAP**

Greater Cincinnati's innovative arts scene attracts talent, visitors, and business to the region.

**GOAL: To be a more competitive region for talent attraction by leveraging arts that are perceived as extraordinary**

#### **Roles for Arts Organizations:**

- To design new or unexpected artistic collaborations
- To create arts experiences that are active, immersive, and social; and that stretch the boundaries of the art form
- To improve and employ digital capabilities and use of social media to reach and engage digitally oriented or remote audiences
- To participate in collaborative efforts to increase earned media and leverage paid media/marketing opportunities
- To develop and share stories that distinguish the region through its arts
- To leverage assets and capacities with other arts organizations to expand impact, access, and sustainability

### **ARTS DEEPEN ROOTS IN THE REGION**

Residents who are engaged in the arts – whether as volunteers, artists, or audience members – have a stronger and more positive connection to the community.

**GOAL: To deepen feelings of engagement and connection to the community by widening participation in arts experiences, especially those that resonate with adults age 40 and under**

#### **Roles for Arts Organizations:**

- To create arts experiences that are participatory, social, recurring, and encourage personal investment in the organization and/or community

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- To create arts experiences for college students and young professionals
  - To develop partnerships and collaborations with local colleges and universities
  - To involve college students and young professionals at all levels of organizational decision-making
  - To leverage assets and capacities with other arts organizations to expand impact, access and sustainability

### **ARTS BRIDGE CULTURAL DIVIDES**

When the arts reflect and celebrate the diversity of our community, residents build a greater understanding and appreciation of cultural differences.

**GOAL:** To promote cross cultural understanding by increasing the availability and accessibility of arts experiences that include and represent all races and ethnicities

#### **Roles for Arts Organizations:**

- To present works of art created by artists of all races and ethnicities
- To create arts experiences that include artists of all races and ethnicities
- To create and/or present art that tells the story(ies) of all races and ethnicities
- To create shared arts experiences for people of all races and ethnicities
- To identify and establish partnerships and collaborations that support equitable access to arts experiences for people of all races and ethnicities
- To involve at all levels of organizational decision-making people who reflect the broadest possible racial and ethnic diversity
- To develop cross-cultural artistic partnerships and collaborations
- To leverage assets and capacities with other arts organizations to expand impact, access and sustainability

### **ARTS ENLIVEN NEIGHBORHOODS**

Community arts centers, galleries, and theaters serve as vital hubs for neighborhood activity that supports local business and builds civic pride.

**GOAL:** To enhance the vibrancy of neighborhoods, particularly those that are underserved and/or revitalizing, by increasing the availability and accessibility of arts organizations and opportunities

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### **Roles for Arts Organizations:**

- To establish partnerships and collaborations within the neighborhood in which the organization is physically located
- To create an environment where all members of the organization's surrounding neighborhood feel welcome
- To increase the variety and frequency of arts experiences embedded in or accessible to neighborhoods throughout the region
- To improve the aesthetics of the region's neighborhoods
- To enliven indoor and outdoor public spaces throughout the region with arts experiences
- To optimize the use of resources already present in neighborhoods throughout the region to support equitable access to arts experiences
- To improve and employ digital capabilities and use of social media to reach and engage neighborhoods
- To leverage assets and capacities with other arts organizations to expand impact, access and sustainability

### **ARTS FUEL CREATIVITY AND LEARNING**

The arts have the power to transform education both by improving learning of core curriculum and teaching skills like creativity, collaboration, and critical thinking.

**GOAL:** To promote the development of 21st century skills by ensuring that all children in the region, particularly those that are underserved, have access to multiple arts opportunities

### **Roles for Arts Organizations:**

- To provide meaningful arts education opportunities for youth at all grade levels
- To optimize the use of resources already present in school and community settings to support equitable access for youth to meaningful arts education opportunities
- To provide professional development and enrichment opportunities for arts educators
- To develop curricula, materials, and training to support arts integration in all subjects and at all grade levels
- To leverage assets and capacities with other arts organizations to expand impact, access and sustainability

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## GLOSSARY

### **21st Century Skills**

A broad set of knowledge, skills, work habits, and character traits that are believed — by educators, school reformers, college professors, employers, and others — to be critically important to success in today's world, particularly in collegiate programs and contemporary careers and workplaces

### **Activity**

Actions taken or work performed by your organization (Activities should be broad, but meaningful. For example, if you are a performing arts organization and your educational programming consists of student matinees twice a week and a 3-day in-school workshop, those would be two separate activities rather than one. But you would not list your Tuesday and Thursday matinees as separate activities.)

### **Arts Experiences**

The full spectrum of offerings by arts organizations available to the general public

### **Arts Integration**

An approach to teaching in which students engage in a creative process which connects an art form and another subject area and meets learning objectives in both

### **Cross Cultural Understanding**

Knowledge and appreciation of the characteristics, values, beliefs and behaviors of other cultures

### **Economy**

Refers to conditions of prosperity which contribute to a thriving quality of life, rather than traditional economic impact indicators

### **Equitable Access**

Additional services are provided and/or actual or potential barriers are removed so that all individuals have equal opportunity to take full advantage of available arts opportunities

### **Extraordinary**

Experiences in the arts that are out of the ordinary, could not necessarily be found in other places, or that are otherwise seen as fresh and innovative – helping to differentiate our region through the arts

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## **Meaningful Arts Education Opportunities**

Varied arts learning experiences for youth provided both inside and outside of the school environment, including learning and creating art with teaching artists, experiencing art created or presented by professional artists, and integrating the arts into the learning of other subjects

## **New Applicant**

An organization not currently receiving general operating support funding from ArtsWave

## **Neighborhoods**

Places people feel related to and where they have relationships with each other

## **Neighborhood Vibrancy**

Possessing a very strong identity with residents who care deeply about the neighborhood

## **Outcomes**

Answer the questions: “What difference did the activity make?” and “What does success look like for this activity?”; can be qualitative or quantitative

## **Region**

As defined by the United States Census, the 15 counties in Southwestern Ohio, Northern Kentucky, and Southeastern Indiana that comprise the Cincinnati-Middletown, OH-KY-IN Metropolitan Statistical Area, including Brown, Butler, Clermont, Hamilton and Warren Counties in Ohio; Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton Counties in Kentucky; and Dearborn, Ohio and Union Counties in Indiana

## **Underserved**

Those individuals and groups who by virtue of prioritization, interest, geography, economics, or other barriers have disproportionately less access to arts opportunities than others

## **Youth**

Persons aged 0-18 years