

**METCALF
FOUNDATION**

Creative Strategies Incubator (CrSI)

Preparing Your 2016 Application

January 21, 2016
Factory Theatre

Agenda

- Program Context and History
- 2016 Focus Issue (Q & A)
- Learning Network (Q & A)
- Application process (Q & A)

What Metcalf Does

- Private Foundation based in Toronto
- Invest in innovative ideas and activities in 3 areas
- Strategies for investment:
 - Grass roots
 - Networks, collaborations and platforms
 - Research and policy

What Metcalf Does

- Private Foundation based in Toronto
- Invest in innovative ideas and activities in 3 areas
- Strategies for investment
- Performing Arts Program Goal:

Leverage opportunities for new approaches and
shared learning

Our funding philosophy

Have the courage to tackle tough issues

Be supportive, not prescriptive

Embrace diverse perspectives

Be inquisitive, respectful and rigorous

Share knowledge and learn collectively

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Where CrSI comes from

- Strategic Initiatives (SI)
- 2001-2012
- Multi-year funding
- Nature of the initiatives

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Creative Strategies Incubator (CrSI)

- Multi-year funding – no change
- Nature of initiative – no change
- Three new components:
 1. Focus issue
 2. Learning Network
 3. Additional leadership resources

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Focus Issue

- 2013: new approaches to, or new sources of, revenue
- 2014: engaging audiences and/or building communities around your work
- 2015: same as 2013

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Focus Issue

2016

providing greater opportunities for artistic work to
achieve its potential

Focus Issue – why this, now?

- Historical concerns
- Emphasis on core practices
- Community consultation
- Outcomes

Focus Issue – how to think about it

- Locate the potential
- Understand the impediment
- Imagine a strategy
 - 1 Actionable
 - 2 Measureable
 - 3 Sustainable

Focus Issue – honing in

- Sites for the potential
 - 1 To reach more people
 - 2 To capitalize on existing artistic assets
 - 3 To reimagine creative processes
 - 4 Other

Focus Issue – honing in even more

- Strategies to unlock the potential
 - 1 Creating new development processes
 - 2 Brokering different types of partnerships, collaborations or relationships
 - 3 Revisiting the repertoire
 - 4 Inventing new models for commissioning
 - 5 Other

Focus Issue – all together now

- Undertake process of self-evaluation to determine a site of unmet potential
- Determine if it falls under one of our three categories or under 'other'
- Then, understand why this is occurring and determine what's blocking it
- Finally, design a strategy to unlock it that is based on one of our four suggestions or an 'other'

Learning Network

- What the community consultation told us

Learning Network

- Shannon Litzenberger

Application Process

- Timeline:
 - Letter of Intent – **March 7, 2016** 5pm DIGITAL ONLY
 - Invitation to submit full application – **March 21, 2016**
 - Full application due **April 25, 2016**
 - Notification sent out **June 24, 2016**

Letter of Interest

- 3 page maximum
 - **Brief** background to company - include collaborators if applicable - no more than ½ page
 - Outline of proposed initiative - **most important section** -
 - If applicable, how have you tried to address the focus issue in the past?
 - What is the potential you are trying to meet now?
 - What is preventing you from meeting it?
 - How do you plan on unlocking the potential (the initiative)?
 - Names/titles of participants in the Learning Network
 - Your organization's experience with learning networks

Letter of Interest

Some red flags to watch for

- The initiative is an actual or perceived contribution to ongoing operations
- The initiative is a moderate amplification of what you already do that could easily slip back into the status quo
- In projecting to the end of year 3, the initiative will appear to have had no impact on the organizational DNA
- The initiative's increase in personnel, if applicable, relieves short-term deficiencies only

Assessment

- Applicant eligibility
 - registered charity
 - professional performing arts organization
 - based in Toronto
 - three years' production history
 - addresses Focus Issue
 - applicant is not currently receiving Strategic Initiatives or Creative Strategies Incubator funding (internships OK)

Assessment

- Complete application, received on time:
 - Cover sheet (downloadable) - 1 page
 - Letter of Interest - 3 pages
 - One pdf file
 - Note: no budget required for the letter of interest but we do ask for total amount requested on the cover sheet, broken down on a yearly basis

Assessment

- Is the proposed initiative compelling?
 - What is its relation to the org's core practice?
 - Is it innovative for the sector?
 - Is it focused and clearly written?
 - Is it thoughtfully and rigorously developed?
 - Is it achievable?

Assessment

- Does the amount of funding requested feel appropriate to the proposed initiative?

Assessment

- How would this company and this proposal contribute to the Learning Network?

CrSI 2016

Be dogmatic in locating your artistic potential

Be inventive in creating solutions

Be rigorously practical in how you strive to unlock it

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Be in touch and thanks for coming

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