



**2018 United States Urban Arts Federation Summer Meeting
Denver, CO
June 14, 2018**

CITY REPORTS

Organization: City of San Jose Office of Cultural Affairs

City, State: San Jose, CA

Prepared by: Kerry Adams Hapner

San Jose's Office of Cultural Affairs is experiencing continued budget growth with a 4% increase of the Transient Occupancy Tax (hotel tax), which funds the majority of our budget. We have been able to hire new staff, and initiate new programs. A key new grant program now is a Capitalization and Stabilization grant program. Out San Jose Creates dan Connects program, a placemaking program designed to connect neighborhoods through creative expression is getting strong traction. We launched a #408creates, campaign and are in the process of launching a communications campaign to build public will for the arts, homing in opportunities for creative self expression. OCA is increasingly involved in presenting programs. We have launched several special event programs that focus on cultural participation such as Make Music Day and CityDance. Our innovative new initiative partnership with Burning Man Project called From Playa to Paseo, in which works created for the annual Burning Man event are resited in San Jose's downtown core, has been extremely successful. The installations has been a backdrop for incredible creative and participatory activities like photography, fashion shoots, marriage proposals and an event series called Experiments in Sound. In addition to public art, other program areas including grants, cultural facilities, creative entrepreneurship, and special event coordination / production are going strong. I have advocated for an enhanced curatorial/artistic direction across our presenting programs, including public art.

Given the Bay Area's high housing costs, the OCA is partnering with the Housing Department to develop sorely needed affordable housing for artists in our downtown.

Someone who is innovative is adaptive change.

An organization that is innovative is adaptive change.

Name one barrier to innovation that you face inside your organization

risk aversion

Name one barrier to innovation that you face outside of your organization

entitlement to funding

Organization: Cultural Council of Greater Jacksonville

City, State: Jacksonville, FL

Prepared by: Antonio (Tony) Allegretti

The city of Jacksonville seems to be in a strong growth phase when it comes to arts and culture. The Cultural Council of Greater Jacksonville has seen rapid growth in community led projects highlighted by a very strong Public Art Week (April 1-7) which saw 28 community events around the (very large county).

Especially encouraging were the projects (public art) that were started or unveiled around the city, with strong showings in some of Jacksonville's most art-deprived neighborhoods. We are seeing a steady uptick in private projects in the public realm with dozens of mural projects and multiple sculpture initiatives.

With limited capacity we are having some growing pains with our official Art in Public Places program which has more work than capacity. We were fortunate to garner an endowment for our maintenance program. We have at least \$700k in maintenance needs with only \$100k in the account. This new endowment is really a saving grace.

Our efforts on Cultural Equity continue to produce dividends. Our Cultural Service Internship has grown from 40 students with paid internships in arts and culture to nearly 60 this year. Our grant funded agencies have been working on diversity on boards through our multi-prong approach. The percentage of African Americans serving on Cultural Service Grant funded organization's boards increased in 65% of the boards from fiscal 15/16 to 16/17. This isn't cause to celebrate or high five as we are still far under true representation, however we are pleased to see the needle move. We also went from having no boards with the percentage of African American service on boards matching the census (30%) to having five of the 26 having 30% or more. We launched the LaVilla Jazz & Heritage Festival with the Durkeeville Historical Society to create a sense a place at the birth place of James Weldon Johnson and John Rosamond Johnson (Lift Ev'ry Voice and Sing Park).

Someone who is innovative is things differently. Thinks differently.

An organization that is innovative is finding a way that had not been thought of.

Name one barrier to innovation that you face inside your organization

Not engaged board.

Name one barrier to innovation that you face outside of your organization

Not impressive elected leadership.

Organization: City of Los Angeles Department of Cultural Affairs

City, State: City of Los Angeles, CA

Prepared by: Danielle Brazell

It's been another exciting year in the City of Angels.

Over the past four years, DCA has stabilized many of its operations and worked to restore baseline capacity. We have invested in upgrading our systems, online grant applications, new communications infrastructure etc. and is developing the capacity, tools, that the public will need to provide services at scale with the City's population.

In addition, DCA has developed several innovative new cultural programs such as the Arts Activation Fund: A quick grant program that invests in placed-based events in public spaces; Promise Zone Arts: a community asset mapping project which bolsters economic opportunity for traditional artists in the Promise Zone; the Artist in Residence Program which collaborates with city departments like the Department of Transportation on creative solutions; Hire LA Youth which provides work experience to LA's future employees; Current: LA Public Art Triennial bringing public art to everyone outdoors for free; Citywide Mural Program to help strengthen mural resurgence in LA; and the Los Angeles World Airports Public Art Program to help showcase work from local and regional artists at LAX and Van Nuys Airports. Most recently, the Department launched the Neighborhood Youth Arts Profile, an online mapping tool that visualizes youth arts and wellbeing data of our neighborhoods. Each of these service delivery enhancements advances DCA's commitment to foster creativity at all levels in our city.

The Mayor's FY18-19 Budget will provide baseline staffing at each community arts center. This will ensure an equitable service delivery of arts education throughout our network of 30 centers across Los Angeles. The addition of a Management Analyst to manage the Department's capital portfolio, oversee a facility master planning process, and lead the partnered arts center RFP process in FY2018-19 was also included in the budget as well as a modest increase in funding for grants (\$300,000) to accommodate 35 new applications. Finally, in preparation for the 2028 Olympics, the Department received funding for the International Collaboration Concert Program, a new initiative to seed collaborations between LA-based artists and cultural organizations with global partners. Additionally, DCA initiated a planning process to revise its 3-year operating plan and is currently engaged in six capital improvement projects for three city-owned properties and two new community centers, one in a historic firehouse located in skid row.

At the crossroads of culture, Los Angeles demonstrates how a multiethnic city thrives in the 21st century. And, while creativity fuels our signature industries, it is culture that binds community. It provides meaning, reflection, and validation for people; builds communities around shared experiences; and recognizes otherness while emphasizing togetherness. Combined, arts, culture, and creativity are essential aspects of what makes our city vibrant.

Someone who is innovative is asks questions.

An organization that is innovative is creative.

Name one barrier to innovation that you face inside your organization

City Time

Name one barrier to innovation that you face outside of your organization

Time - aka - not enough.

Organization: City of Phoenix Office of Arts and Culture

City, State: Phoenix, AZ

Prepared by: Gail Browne

Currently, one of our most exciting public art projects is the Water and Arts Community Well Site Enhancement program. The multi-year partnership between Water Department and Arts and Culture enhances vacant water well sites in neighborhoods across the city and reduces the urban heat impact with trees, landscape and art. The first of these well site enhancements is expected to be completed in late summer. We've also produced an ArtsBuild educational curriculum to engage schools and neighborhood associations with the projects and to encourage sustainability practices such as xeriscaping. The 2018-2019 City of Phoenix budget includes an allocation for a Special Projects Administrator position to work with elected officials, city departments, and the community on planning for a new Latino Cultural Center. Our current political climate is challenging (interim Mayor and Council people leaving to run for the office), but I'm hopeful this project will remain a priority.

Our Phoenix Youth Arts and Culture Council is going strong. In February they collaborated with the Phoenix Art Museum Teen Arts Council on a citywide Youth Artist's Summit focusing on arts advocacy.

This spring we completed a Creative Aging residency pilot program at 15 Phoenix senior centers. This was a partnership of our Office, the Phoenix Human Services Department Senior Division, and the Arizona Commission on the Arts' Creative Aging Institute (a three-year training program for teaching artists).

We received a third year of NEA funding for our Neighborhood Arts re-granting program. The 2019 funding opportunity will focus on activating flatland parks throughout Phoenix. As part of our DEI work, the

Arts and Culture Commission and POAC staff are deeply engaged in an evaluation of our overall grants program (among other programs and services). We've been fortunate to work with a Commission that is passionate about this work.

Advocacy

Phoenix Arts and Culture Commissioners supported Arizona Citizens for the Arts efforts to ensure funding for the NEA. This was one of the primary objectives of the Commission's Advocacy Committee.

Equity

The Arts and Culture Commission adopted a DEI Strategic Plan and are partnering with our Office in the implementation of goals and objectives.

Organization: Mayor's Office of Arts and Culture - City of Boston

City, State: Boston, MA

Prepared by: Julie S. Burros

Concurrent with USUAF/AFTA Convention in Denver, we will mark the second anniversary of the publication of the Boston Creates Cultural Plan. Our implementation efforts continue with a focus on support for artists with the third round of Boston AIR residencies, a fellowship-style grant, another round of Assets for Artists grants, and our Opportunity Fund micro-grants. In May the fourth Cultural District in Boston was designated by the Mass Cultural Council. In a very fortuitous bit of timing, the Latin Quarter in the Hyde Square section of Jamaica Plain was also awarded an NEA Our Town Grant to help propel planning and programming in the district. We expect the planning process will also help us to identify more robust support for all our cultural districts.

The lack of affordable cultural spaces both for artists and organizations is a critical issue for the sector. Development pressure for light industrial properties is acute and the City has few tools in place to preserve cultural uses in privately owned buildings. This year three buildings with work studios, production spaces and a recording studio were sold to new owners displacing dozens. In another instance artist-specific restrictions dating back to the mid-1970's expired and artists have been served with eviction notices.

On a brighter note, we are seeing more of the state-mandated "Civic/Cultural" spaces come online in the South Boston Waterfront. This arcane "Chapter 91" law stipulates public access to the waterfront and has yielded several successes: the Children's Museum, the Institute for Contemporary Art and the Society of Arts and Crafts. Earlier this year 13,000 square feet in a new condo tower was put out to bid, and two more 5,000 square foot spaces and three theater spaces will become available in the next several years. We are now devising a collaborative funding and technical assistance effort to ensure that non-profits are "facility ready" and will be successful in these new spaces. Community-driven temporary public art projects are proliferating in Boston, and in addition to our percent for art program, high profile permanent public art projects gained momentum. An international design competition for a monument to Dr. Martin Luther King Jr., named five high profile "finalist" teams. Their designs will further animate a robust public dialogue on how we can best honor and continue to be inspired by Dr. and Mrs. King's formative years in Boston. A public process for a memorial to the Marathon Bombing will commence later this year, while markers to commemorate those who lost their lives on site will be installed near the finish line. The design for a monument to Frederick Douglass is nearly completed, however, progress on the construction of the site in lower Roxbury is slow.

This is my last city report as Chief of Arts and Culture. At the end of June, I will be stepping down and will begin a consulting career focused on cultural planning with Metris Arts Consulting. I hope we can stay in touch!

Someone who is innovative is not do the same thing year after year if things aren't working well.

An organization that is innovative is having a high receptivity to new ideas processes, always seeking how to do things in a new improved way.

Name one barrier to innovation that you face inside your organization

Inertia, lack of incentives to change things or try new things, people who cling to power or territory or resources.

Name one barrier to innovation that you face outside of your organization

Skepticism about government.

Organization: Arts & Science Council of Charlotte Mecklenburg

City, State: Charlotte NC

Prepared by: Robert Bush

Public art projects – both public and private - continue to be a major and expanding focus of ASC's work. In the very near future, we will dedicate major works at CLT International Airport – a digital sculpture by Refik Anadol in July, a mobile by Christian Moeller in fall and new departure gate artworks by local artists in late 2018 (as airport renovates all the concourses, this will be the new model for all departure gates).

Currently, we have a call for artists out for the expansion of the main airport lobby – allocation is \$3 million for multiple works. A 18,000-sq. ft. work by Mark Fornes, titled Wanderwall is in final installation for a private developer (the work wraps a highly visible parking deck entering the Center City) and a public commission by Fornes will be installed in 2019 at a new County Service Center.

ASC grant panels have completed their work for the fiscal year and the Board will approve grant awards for the year beginning July 1 on June 20th. ASC recently awarded 5 - \$10,000 Creative Renewal Fellowships to mid-career artists.

We anticipate expansion of Culture Blocks program to 2 additional geographic areas of the County (9 total) after approval of the County budget in mid-June. From 2016 through the end of 2017 the program has:

- Supported cultural programs at 24 Mecklenburg County facilities
- Invested in 54 cultural organizations, 27 creative individual partners with 37 new funded cultural program providers
- Presented 682 programs and 15,482 participant experiences
- Connection to 30 community groups (neighborhood orgs, civic groups, community coalitions, CDCs, etc.)

In January, ASC received the results of a major regional market analysis Culture Segments, conducted by Morris, Hargreaves, McIntyre (MHM) based in the UK, an international segmentation system for arts and culture organizations that helps drive audience development. The results are powerful, sector-specific and based on people's deep-seated cultural values and beliefs about the role that arts and culture plays in their lives. Specifically - what motivates them. There are 8 Culture Segments: Essence, Release, Stimulation, Enrichment, Expression, Perspective, Affirmation, and Entertainment. ASC is now beginning a second phase of work with MHM, bringing team members in for 1:1 coaching of individual cultural organizations on how to use the data to grow audiences. MHM has also done this work with the 92nd Street Y, Brooklyn Academy of Music, Kennedy Center, Smithsonian Institution, Shedd Aquarium, and Science Museum of Minnesota, and other organizations are using various aspects of Culture Segments. ASC's is moving forward in partnership with City, County and private sector leaders to study a designated revenue stream to support the cultural community. We anticipate a recommendation by December 2018.

Someone who is innovative is not fear change but embraces it.

An organization that is innovative is continually seeking to improve and change through creativity.

Name one barrier to innovation that you face inside your organization

Easy to fall back into what used to be

Name one barrier to innovation that you face outside of your organization

Fear of change

Organization: Bravo Greater Des Moines

City, State: Des Moines, IA

Prepared by: Sally Dix

Bravo Greater Des Moines is wrapping up the most significant year in our brief history. After announcing the region's results from AEP5 in July, followed in November by the completion of a 15-month Regional Cultural Assessment process, identifying four regional cultural priorities that will (hopefully) help provide focus for funding and support that will help leverage arts, culture and heritage to drive economic development and quality of life in the region, the narrative has changed from arts and culture as "nice to have" amenities to "need to have" economic engines. Three pilot projects were deployed to demonstrate the impact of Every day, Everywhere Art, one of our cultural priorities, and by generating more spontaneous artistic and cultural connections in new and different places, arts and culture and Bravo's role in supporting the sector are being recognized in new and exciting ways.

Bravo is 99.9% funded with hotel/motel tax revenues and FY19 projections are coming in at nearly \$4.7 million, an increase of \$350,000 over FY18 estimates.

With all the positive momentum, we have some challenges as well. Bravo is governed by a Board of 37, half of whom are elected officials appointed by their communities. As a result of local elections in November as well as Board turnover due to term limits for non-electeds, Bravo has 13 Board members who have been on the Board for less than 12 months. We have also lost two of our three full time staff members to corporate foundation "dream jobs" so we are operating as a team of 1.5 right now as we conclude the fiscal year, complete our capital grant cycle and try to complete a strategic plan to guide the organization for the next three years. Our last plan (2015-2018) was heavily focused on foundation-building to strengthen the core of Bravo's grantmaking function and build Board capacity. This new plan will be more aspirational and more transformative. We have taken the word "organizations" out of our mission and vision, opening opportunities for us to reach more broadly into the sector and take a leadership role on driving priorities, not just giving away money. Our challenge remains how we measure our organization and the work we do in a way that will resonate with our public funders and the community and solidify Bravo's relevance.

Someone who is innovative is Hard work to re-think, re-frame, re-position and re-imagine how they carry out their missions.

An organization that is innovative is Being brave enough to take risks to try something new that will make a positive impact.

Name one barrier to innovation that you face inside your organization

Perceptions of what it means to be accountable for public funds often puts Bravo in a place of limited opportunity to take risks. Elected officials on the Board feel they are there to watch over the money their communities have contributed to Bravo, not

Name one barrier to innovation that you face outside of your organization

Innovation feels like “idea, idea, idea.” Execution is not as sexy or as easy. Our community seems to have a short attention span for getting from idea to implementation, and Bravo was not built to move fast.

Organization: Cuyahoga Arts & Culture

City, State: Cleveland, OH

Prepared by: Karen Gahl-Mills

Hello, friends and colleagues. Sorry that I won't be with you in Denver on 6/14, as I'll be celebrating my nephew Ben's high school graduation in Los Angeles that day. I will be presenting a session with Robert Bush on 6/16 and hope I might run into you then.

At Cuyahoga Arts & Culture, beyond our "daily practice" grantmaking work, we are making good progress rolling out new ways to provide support for artists. We are trying to lift up those who have been excluded from our funding in the past / make grants that prioritize equity while staying on the right side of the Equal Protection clause. Thanks to the many of you that provided guidance to our team as we developed our language.

At present, we have launched a call for partners to help us provide services, are ready to launch a call for "Network Leaders", community members who can help us extend our reach beyond those who typically learn about grant opportunities, are hopeful that we will begin a Cleveland version of the "Learning Lab" that was piloted at MetroArts/Nashville with Michael Rohd and his team, and are ready to build out the artist module of the Artsopolis platform specifically to build a more robust directory of local artists.

We continue our focus on racial equity through providing trainings to all interested nonprofits + their boards via the Racial Equity Institute. And we are beginning the tough work of making equity "sticky" through our grantmaking, mindful of those of you who have done that work already and the slings and arrows you have endured.

Cleveland is also gearing up for FRONT, a contemporary art festival that will take place in multiple venues this summer: <https://frontart.org/>. The event is run by a local philanthropist and art collector and will certainly bring more visibility to the region's arts scene.

The other news, of course, is that I will be departing CAC to expand my teaching practice (and search for a new CEO gig out of the glare of being a public agency leader) in Chicago. My last day is June 7th. Jill Paulsen, our deputy director, has been appointed interim director so that we won't miss a beat as we move forward. Jill is terrific, and I will encourage her to reach out to this amazing group of colleagues for support and assistance, confident that you will all be your generous selves.

After 6/7, you can reach me on kgahlmills@gmail.com. And let's make sure we're LinkedIn if we aren't already. I stand ready to be a panelist for you anytime :)

Someone who is innovative is the right things for the future, not the past.

An organization that is innovative is...

Name one barrier to innovation that you face inside your organization

As a government agency, we are often stifled by the pace of change in government.

Name one barrier to innovation that you face outside of your organization

Ditto to #6 above.

Organization: City of Santa Fe Arts Commission

City, State: Santa Fe, NM

Prepared by: Debra Garcia y Griego

In March 2018, Santa Fe elected a new mayor, Alan Webber. Since then, the City of Santa Fe has been undergoing changes typical of a new administration with shifts in senior leadership. Elected with a support base similar to former Mayor Gonzales, his well-marked copy of Culture Connects Santa Fe: Cultural Cartography was a fixture on the campaign trail. Mayor Webber has demonstrated deep knowledge and understanding of its core theme that culture is not a single initiative, a set of facilities, a season of events, or a solitary department. Culture lives in the very fiber of a place, and is sustained when it is integrated comprehensively into the fabric of everyday business of individuals, public agencies, and private/nonprofit sectors. This year, the Arts Commission has launched several major Culture Connects initiative with public and private sector partners.

- **¡Presente! Catalyze Ethical Redevelopment in Santa Fe**, seeks to advance a dialogue and heighten consciousness about cultural equity by “forefronting” the voices and images of the people who have been most affected and threatened by gentrification. Recognizing that the demographic shifts that have taken place over the past 50 years in Santa Fe serve as poignant examples of gentrification and displacement, ¡Presente! centers oral stories and photographs in framing ethical redevelopment conversations. The project is a collaboration of Littlelobe, Creative Strategies 360°, Chainbreaker Collective, the McCune Foundation and City of Santa Fe Arts Commission.

- **Story Maps** is a fellowship program that mentors young, local, creative leaders of color in community engagement. Working in four City of Santa Fe agencies—Economic Development, Mobile Integrated Health Office, Affordable Housing, and Parks—fellows are gathering stories, creating maps, visualizing data and realizing artworks, which will culminate in a theme-based, community project. The intent is to cultivate and guide the creative work of young artists towards understanding and opening paths that create long-term social equity in Santa Fe. Story Maps is lead by the Santa Fe Art Institute, with partnership from the City of Santa Fe. The project is funded in part by The Ford Foundation and the City of Santa Fe Arts Commission.

- **Through promoting and supporting free or low-cost family activities, Southside Summer** is an initiative to change the perception of the availability of cultural activities outside of Santa Fe's downtown, tourism core. The south side is Santa Fe's fastest growing and youngest population. It is majority Latino (60%) with a lower media income than the rest of the City. Through bilingual programs, the project is focusing on re-engaging young people in their community, while engendering positive feelings about choosing Santa Fe's south side as a neighborhood. The City of Santa Fe Arts Commission, Parks & Recreation Division and Office of Economic Development lead the project with an extensive network of public and private partners including Meow Wolf, Center for Contemporary Arts, Santa Fe Trails Transit, Santa Fe Boys & Girls Club, Santa Fe Downtown Kiwanis and more. Public Service Company of New Mexico, St. Vincent's Health Support, Christus St. Vincent's and others, provide funding. Currently, we are also involved in the Midtown Campus Project. In 2008, the City purchased a 64-acre college campus. A private company has leased the property for use as the Santa Fe University of Art & Design for the past ten years. However, the University will cease operations on June 30th. The City is engaged in an extensive community process to explore this once-in-a-generation opportunity to repurpose a true gem, located in the geographic center of our community. We can positively affect education, housing, economy, health care, entertainment, social equity, government services and the overall quality of life for our community while catalyzing the redevelopment of the St. Michael's Midtown Local Innovation Corridor (LINC).

Someone who is innovative is work that constantly finds news paths for realizing mission.

An organization that is innovative is fearlessness.

Name one barrier to innovation that you face inside your organization

Time

Name one barrier to innovation that you face outside of your organization

Apathy

Organization: Regional Arts & Culture Council

City, State: Portland, OR

Prepared by: Jeff Hawthorne

EXECUTIVE DIRECTOR SEARCH: RACC's search for an Executive Director continues. While none of our first round of semifinalist candidates from April worked out, the search committee hopes to have another group of candidates to consider in July. RACC's interim executive director Jeff Hawthorne and chair-elect Linda McGeady are attending the Convention if anyone would like to speak with them about the opportunity. Interested candidates can also contact Koya Leadership Partners directly to see the position profile and to apply.

CITY OF PORTLAND + RACC BUDGET: Portland City Council approved the FY19 budget in May, including 5% general fund reductions for most bureaus, and for RACC, so that the City can invest more in the affordable housing and homelessness emergency in our community. This equates to a \$200,000 cut to RACC on general fund revenue of approximately \$4 million. RACC's total FY19 budget will be \$11.3 million.

ARTS TAX: The city's aggressive collection efforts of past-due accounts is starting to pay off, with allocations to RACC up 40% this year to \$3.5 million. (Another \$7 million goes directly to schools for art and music teachers.) City Council may exempt more households from paying the arts tax by increasing the exemption from 100% to 200% of the poverty level. We believe in reducing the tax burden for low-income Portland residents, but this would likely result in a loss of \$1 million in annual revenue.

CITY AUDIT: At the request of the Mayor and the Commissioner in charge of Arts and Culture, the Portland City Auditor presented their findings of a 9-month (and first ever) performance audit of RACC. At \$4 million/year, RACC is one of the city's largest contract partners. The audit found that it is difficult to assess how RACC is doing because the City does not have clear goals for arts and culture; they recommend that the Mayor and the Arts Commissioner work with RACC, city leaders and city agencies to better assess the state of arts and culture in Portland, identify needs, and develop clear goals, vision and strategy for City Council adoption. The audit also finds that RACC needs to do a better job of articulating its strategy and its regional role, and the city needs to monitor its contract with RACC more closely than elected officials are able to do; the city plans to hire a new contract administration professional to address this concern. While this audit is ultimately helpful to us, and we are eager to collaborate more closely with the City, it has resulted in some negative press from those who would like to infer that RACC has been running amok while the City hasn't been paying attention. At least the auditor verified they have a high degree of confidence in RACC's financial controls, and that RACC is accountable and transparent with every city dollar we receive.

BILL BULICK MEMORIAL: For those who knew former RACC Executive Director and national arts consultant Bill Bulick, his partner Carol McIntosh is hosting a celebration of his life on Saturday, Aug. 4. You are welcome to contact carolm@easystreet.net for more information.

Someone who is innovative is make mistakes sometimes.

An organization that is innovative is finding new ways to make things better.

Name one barrier to innovation that you face inside your organization

Time

Name one barrier to innovation that you face outside of your organization

Politics

Organization: City of Las Vegas Office of Cultural Affairs

City, State: Las Vegas, NV

Prepared by: Ally Haynes-Hamblen

- > embarking on succession planning for the "silver tsunami" being experienced in the City of Las Vegas
- > recently underwent a major re-structure of the department; re-organized by discipline, rather than facility, to encourage inter-departmental collaboration and excellence in our programs.
- > challenges with funding and political swings on the City Council
- > challenges as well with significant, and ongoing, turnover in the City Manager's Office, which directly affects our department's projects and funding expansions.
- > upcoming initiatives: a completely new Cultural Plan for the City of Las Vegas; a comprehensive Facility Capital Improvement Plan to bring our facilities into the current century technology- and architecture-wise; upgrades to technology for various ticketing and scheduling needs

Someone who is innovative is nimble and structured to evolve quickly.

An organization that is innovative is improving processes, service delivery and programs in new and un-obvious ways.

Name one barrier to innovation that you face inside your organization

discomfort with letting go of past practices and multiple repetitive check points.

Name one barrier to innovation that you face outside of your organization

lack of faith/trust in a city-run arts organization.

Organization: Greater Columbus Arts Council (GCAC)

City, State: Columbus, Ohio

Prepared by: Tom Katzenmeyer, President and CEO

GCAC expects to complete the first part of its public funding advocacy efforts by the end of 2018. The solution (pending approval by Columbus City Council and the Franklin County Commissioners) has two components: a city-wide sustainability fee on tickets for arts, culture, sports and entertainment and, an appropriation from the county budget to the arts. The bulk of public funding for the arts currently comes from the city bed tax. There are many details, please contact me for further information. It is currently being actively covered in the media.

Columbus is in the midst of a year-long celebration of the Harlem Renaissance called "I, Too, Sing America: Harlem Renaissance at 100." Thirty arts organizations and more than 150 artists are collaborating. GCAC is coordinating the activities.

The collaboration is designed to:

- Educate and build awareness around the history of the Harlem Renaissance and its connection to Columbus.

- Expose Columbus to the wealth of Columbus-based African American artists.

- Create platforms for various forms of artistic expression from Columbus-based African American artists.

The 57th annual Columbus Arts Festival, produced by the Greater Columbus Arts Council, will be held on June 8, 9 and 10. The festival features 300 artists, hand-on art activities, great food, local craft beer, and six stages of live performances. With a little luck on the weather (fingers crossed), attendance will be more than 400,000.

GCAC is at the end of the third year of its marketing campaign: Columbus Makes Art/Art Makes Columbus. We are spending about \$500,000 per year marketing the arts and artists in Columbus. The funding comes from GCAC and corporate sponsors. The campaign has been well received and we expect it to continue for quite some time.

Someone who is innovative is thinks broadly & always considers the greater good.

An organization that is innovative is Creating & implementing exciting new ideas.

Name one barrier to innovation that you face inside your organization

People not able to change

Name one barrier to innovation that you face outside of your organization

Funding

Organization: queens council on the arts

City, State: queens, new york

Prepared by: hoong yee lee krakauer

New York City Highlights of 2018

The CreateNYC: Leadership Accelerator is designed to promote diversity and equity in the cultural workforce. It will provide a professional development opportunity for mid-level cultural workers that will help to strengthen the management skills that are integral to career growth and mobility, and to build a diverse network of peers who can support one another as they develop into future leaders. Participants will examine systemic challenges that exist in the workplace and exchange ideas for promoting equity in the cultural workforce. Utilizing a curriculum developed by the CUNY School of Professional Studies (CUNY SPS) to engage up to 25 mid-level professionals in a five-week professional development course. The goal is to support cultural workers from diverse backgrounds as they seek to grow into leadership positions across the city's vibrant cultural sector.

“Our cultural sector is at the core of who we are as New Yorkers, and making sure that cultural organizations can engage with our extraordinarily diverse and growing population means opening it up to everyone, at every level,” said Cultural Affairs Commissioner Tom Finkelpearl. “With this pilot training program, we take aim at some of the barriers we’ve seen preventing people with diverse backgrounds from becoming leaders within our community, and making decisions that will guide our sector for generations to come. We thank CUNY for their partnership, and encourage cultural workers to take advantage of this exciting opportunity.”

New York City’s first ever Senior Executive Director of the Office of Nightlife is appointed. Ariel Palitz, a lifelong New Yorker and nightlife professional, comes to the role with deep experience in both nightlife and community building. She owned and operated Sutra, a successful nightclub on the Lower East Side, for ten years; served on Community Board 3 for over six years and has spent the past three years helping entrepreneurs fulfill their dreams of opening nightlife establishments in NYC. The Office of Nightlife was established to serve as a central point of contact between City agencies, the nightlife industry, and city residents. It will promote a safe and vibrant nightlife scene that benefits businesses and residents alike.

“I am honored to be chosen to lead New York City’s first Office of Nightlife,” said Ariel Palitz. “As a native New Yorker, former nightclub owner and community board member, I understand what is at stake and the challenges ahead. This Office presents an opportunity to support the small business owners, workers, artists, and all New Yorkers who make up our diverse nightlife culture. It is also an opportunity to build bridges with neighbors and address quality of life concerns. I intend to listen to all voices, identify problems, find common ground, and implement realistic solutions. The Office of Nightlife will be a place for operators, employees, creators, patrons, and residents alike. New Yorkers will no longer have to yearn for the good old days. With the Office of Nightlife, the best is yet to come.”

Affordable Real Estate for Artists (AREA), an affordable artists workspace initiative, is seeking to identify future partners to develop and operate affordable artist workspace in new City-led development projects. The City is also releasing a new survey to assess the specific needs of artists and arts organizations which will shape new City-funded projects. These two new efforts mark a major step forward in the City’s efforts to maintain New York as a home for artists to live, work, and contribute to communities and supports recommendations in the CreateNYC cultural plan to address affordability crisis facing the city’s creative community, to create affordable artist work spaces which is critical to the City’s commitment to create 10,000 jobs across the creative and cultural sectors over the next ten years.

FOUR NEW PUBLIC ARTISTS IN RESIDENCE Public Artists in Residence (PAIR) program embeds artists within City agencies to address pressing civic and social issues through creative practice. New PAIR artists will work in four agencies focused on criminal and social justice issues: the Department of Correction at Rikers Island, the Department of Probation, the Mayor’s Office to Combat Domestic Violence, and NYC Commission on Human Rights. “Artists can open our eyes to new ways of seeing things, revealing new avenues for solutions, collaborations, and improving lives,” said Cultural Affairs Commissioner Tom Finkelpearl. “With these four new PAIR residencies, we have a real opportunity to approach some of our city’s most profound concerns – including criminal justice, domestic violence, and human rights – from new perspectives. Our City partners are committed to improving the lives of their constituents, and each of these remarkable artists has a compelling art practice and vision for how their work might engage with the vital operations of these agencies.” The PAIR placements include:

- Artist Rachel Barnard with the Department of Probation: Rachel Barnard is a social practice artist formally trained as an architect. Barnard’s art practice brings large groups of people together from diverse, and oftentimes adversarial, communities to create new spaces of belonging. She will work with DOP to build trust, strengthen relationships, and improve communication and engagement between probation officers and the people under their supervision.
- Artist Onyedika Chuke with the Department of Correction (Rikers Island): Onyedika Chuke is an artist and archivist born in Onitsha, Nigeria. His work with DOC will entail collaborating with individuals on Rikers Island to offer avenues for self-expression and healing, to create access to art, and to open dialogue between policymakers and those in their custody. In addition, he will research specific policies, architectures, and historical landscapes that have shaped New York’s penal system.
- Artist Ebony Golden with the Mayor’s Office to Combat Domestic Violence: Ebony Noelle Golden is a South Bronx-based artist and cultural strategist who stages site-specific rituals and live art productions that profoundly explore the complexities of freedom in the time of now. She will work with OCDV to overcome challenges the agency faces in reaching particularly vulnerable communities, including those isolated by location, culture, language, disability, gender identity, and sexual orientation.
- Artist Tatyana Fazlalizadeh with the NYC Commission on Human Rights: Tatyana Fazlalizadeh is a Brooklyn-based street artist and painter. Her project Stop Telling Women to Smile is a street art series that tackles gender-based street harassment around the world. During her residency, Tatyana will continue to work with people facing discrimination – particularly women and girls – to educate the public on discriminatory behavior and help the agency strengthen their presence and visibility as an important resource.

MAYOR’S GRANT FOR CULTURAL IMPACT TO SUPPORT SEVEN PARTNERSHIPS BETWEEN CITY AGENCIES AND CULTURAL ORGANIZATIONS

In response to the CreateNYC cultural plan, over \$500,000 in direct and in-kind funding will support seven new and expanded partnerships for funding under the first Mayor’s Grant for Cultural Impact (MGCI)

to enhance vital public services through cultural and creative programming, bringing the unique benefits of arts and culture to help address pressing civic issues including public health and safety, domestic violence, literacy, planning, immigration, and criminal justice. Programs must conclude by the close of the fiscal year on June 30, 2018. "Our CreateNYC cultural plan called for thoughtful, innovative ways to integrate our City's creative energy into public service. Today, we continue to put that into action," said Mayor Bill de Blasio. "When City government works hand in hand with community anchors, we can deliver the cultural access and equity which all New Yorkers deserve." The winning projects are: ARTs East NY will partner with the NYC Department of City Planning to create CivLab, a public space activation project in East New York. This pilot program will bring together city planners, local artists, and residents to better integrate the arts into civic life, building on the City's East New York Neighborhood Plan. The project will enliven an underused portion of Success Garden, a community garden surrounded by an area in transformation. Bronx Documentary Center (BDC) will work with the Mayor's Office of Criminal Justice to launch Claremont Illuminated, a series of nocturnal artworks and programming seeking to promote community safety and connections in the Claremont Village neighborhood of the South Bronx. Site specific artworks will literally light up underutilized open spaces in the community, including Butler Houses public housing. Artists from BDC's network will hire local young people and collaborate with residents and area organizations to locate, plan, and install media-, light-, and sound-based projects. This initiative will be part of the Mayor's Action Plan for Neighborhood Safety, intended to reduce crime and strengthen neighborhoods citywide. Carnegie Hall and the Department of Probation (DOP) will continue their successful partnership by expanding the Free Verse Poetry Apprentice Project, which began in the South Bronx and will now launch in Northern Staten Island and Jamaica, Queens. Free year-round literary arts programming will build connections between people on probation and their neighbors, and will generate new pathways to employment in NYC's arts economy in areas known for high levels of poverty and unemployment. Cool Culture will continue work with the Department of Health and Mental Hygiene (DOHMH) on promoting arts engagement in family shelters, an initiative designed to encourage exploration of art and culture by preschool-aged children living or receiving childcare in 93 shelters across the city. In addition, participating families will be offered free access to 90 cultural institutions citywide. Gibney Dance will expand Hands are for Holding (HAFH) in a continued collaboration with the Mayor's Office to Combat Domestic Violence (OCDV). The interactive school-based program uses dance as a tool for preventing teen dating violence and promoting healthy relationships. The National Book Foundation will collaborate with the Department of Youth and Community Development (DYCD) to launch Raising Readers: Books are for Everyone, an initiative dedicated to cultivating a love of reading in adults around the city and the young people in their lives. The program will reach DYCD provider staff via professional development training; establish "reading circles" for parents served by DYCD-funded agencies; and culminate in a large-scale citywide family reading event. Over 1,000 free books will be distributed to DYCD constituents, who often come from underserved populations. People's Theatre Project will partner with the Mayor's Office of Immigrant Affairs (MOIA) for Teatro Inmigrante Comunitario, an effort to build trust between community and government by amplifying shared experiences and stories. Spanish-speaking youth from Washington Heights and Kingsbridge, including many impacted by the end of the Deferred Action for Childhood Arrivals (DACA) program, will come together to create an interactive and bilingual theater event. These young people will be placed in leadership roles within their communities and, through artistic practice they will become connectors between MOIA and the populations it serves, focusing on programs such as IDNYC, ActionNYC and NYC Citizenship. Highlights of 2018 The CreateNYC: Leadership Accelerator is designed to promote diversity and equity in the cultural workforce. It will provide a professional development opportunity for mid-level cultural workers that will help to strengthen the management skills that are integral to career growth and mobility, and to build a diverse network of peers who can support one another as they develop into future leaders. Participants will examine systemic challenges that exist in the workplace and exchange ideas for promoting equity in the cultural workforce. Utilizing a curriculum developed by the CUNY School of Professional Studies (CUNY SPS) to engage up to 25 mid-level professionals in a five-week professional development course. The goal is to support cultural workers from diverse backgrounds as they seek to grow into leadership positions across the city's vibrant cultural sector. "Our cultural sector is at the core of who we are as New Yorkers, and making sure that cultural organizations can engage with our extraordinarily diverse and growing population means opening it up to everyone, at every level," said Cultural Affairs Commissioner Tom Finkelpearl. "With this pilot training

program, we take aim at some of the barriers we've seen preventing people with diverse backgrounds from becoming leaders within our community, and making decisions that will guide our sector for generations to come. We thank CUNY for their partnership, and encourage cultural workers to take advantage of this exciting opportunity." New York City's first ever Senior Executive Director of the Office of Nightlife is appointed. Ariel Palitz, a lifelong New Yorker and nightlife professional, comes to the role with deep experience in both nightlife and community building. She owned and operated Sutra, a successful nightclub on the Lower East Side, for ten years; served on Community Board 3 for over six years and has spent the past three years helping entrepreneurs fulfill their dreams of opening nightlife establishments in NYC. The Office of Nightlife was established to serve as a central point of contact between City agencies, the nightlife industry, and city residents. It will promote a safe and vibrant nightlife scene that benefits businesses and residents alike. "I am honored to be chosen to lead New York City's first Office of Nightlife," said Ariel Palitz. "As a native New Yorker, former nightclub owner and community board member, I understand what is at stake and the challenges ahead. This Office presents an opportunity to support the small business owners, workers, artists, and all New Yorkers who make up our diverse nightlife culture. It is also an opportunity to build bridges with neighbors and address quality of life concerns. I intend to listen to all voices, identify problems, find common ground, and implement realistic solutions. The Office of Nightlife will be a place for operators, employees, creators, patrons, and residents alike. New Yorkers will no longer have to yearn for the good old days. With the Office of Nightlife, the best is yet to come." Affordable Real Estate for Artists (AREA), an affordable artists workspace initiative, is seeking to identify future partners to develop and operate affordable artist workspace in new City-led development projects. The City is also releasing a new survey to assess the specific needs of artists and arts organizations which will shape new City-funded projects. These two new efforts mark a major step forward in the City's efforts to maintain New York as a home for artists to live, work, and contribute to communities and supports recommendations in the CreateNYC cultural plan to address affordability crisis facing the city's creative community, to create affordable artist work spaces which is critical to the City's commitment to create 10,000 jobs across the creative and cultural sectors over the next ten years.

Someone who is innovative is not do well in mediocrity.

An organization that is innovative is making life better.

Name one barrier to innovation that you face inside your organization
fear of yet another thing to get uncomfortable about

Name one barrier to innovation that you face outside of your organization
comprehension dawning at the speed of paint drying

Organization: Arts Council of Indianapolis
City, State: Indianapolis, IN
Prepared by: Dave Lawrence

The first six months of 2018 were consumed with activity relating to the surprise announcement by the Lilly Endowment of \$25 million in grants to the arts and cultural community in 2018. The Arts Council recently received word that two of its proposals in consideration are moving forward to the final phase. The first, a public art proposal in conjunction with Keep Indianapolis Beautiful, to create new public art projects in collaboration with key outlying neighborhoods. The second, a \$10 million request to bring nine intermediary organizations together or a sweeping three year cultural tourism/visibility program. The nine organizations, called the Civic Leadership Alliance, will join forces for planning and implementation projects throughout the county. We won't receive word of the final proposal until the end of 2018.

The Arts Council also celebrated the conclusion of a year-long construction project of our offices that includes expansion and storage space, a new board room and meeting space, and a renovated main entry

and restroom facilities. In addition, The Cabaret, a midsize arts organization moved in to the building and completed construction on a 180-seat cabaret theatre. We are sharing board room space, restrooms, and the main entryway in a new collaborative relationship. Our building is now the anchor for a burgeoning cultural district called Library Square.

We are preparing for the 2019 budget cycle and have activated our board's Government Relations committee. In addition, we'll be meeting with the Mayor very soon to map out our advocacy strategy for this fall.

Someone who is innovative is work both within expected confines and without - building bridges along the way.

An organization that is innovative is problem solving.

Name one barrier to innovation that you face inside your organization

It takes time and focus away from regular lines of work.

Name one barrier to innovation that you face outside of your organization

Fear of change.

Organization: Greater Philadelphia Cultural Alliance

City, State: Philadelphia, PA

Prepared by: Maud Lyon

We are focusing upon critical issues that will determine the success of the arts sector: individual giving, social impact, diversity and equity, audience behavior and earned revenue, and government support.

Our recent report, *Beyond the Check: A Roadmap for Engaging Individual Donors*, is the result of research into trends in individual giving for the arts and what motivates donors to give (or not). Find it on www.philaculture.org, including an extensive literature review on trends in individual giving.

The Greater Philadelphia Cultural Alliance has also issued *AGENDA: Wellness*, a report on ways the arts improve medical diagnosis and care. It is the second in our series on the social impact of arts and culture. We launched it in May with a Medical Story Slam event at the College of Physicians (Mutter Museum).

Our Diversity, Equity and Inclusion initiative continues with work to make funding more equitable in Greater Philadelphia and efforts to diversify staff and boards. Our September Annual Meeting keynote speaker is Nina Simon, *The Art of Relevance*, to draw further attention to the importance of connecting to community needs and interests for successful arts and culture organizations. Our Audience Research Center is exploring the data of 11 performing arts organizations, to gain insights into shifts in audience behavior that will guide marketing strategy to maximize earned revenue. In the coming year we begin a study to look for potential for dedicated government funding for arts and culture in southeastern Pennsylvania, working with the Temple University Center on Regional Politics.

Someone who is innovative is a lot of experimenting.

An organization that is innovative is finding entirely new ways to get things done.

Name one barrier to innovation that you face inside your organization

Funding, of course. Time. We are building a culture of innovation.

Name one barrier to innovation that you face outside of your organization

Perceptions of arts and culture - civic leaders often have no idea how to use the arts in new ways

Organization: Department of Arts and Culture, Mesa AZ

City, State: Mesa, AZ

Prepared by: Cindy Ornstein

It's been a busy few months. Major activities include completion of Master Plan for i.d.e.a. Museum, and closing in on completion of Strategic Plan for Mesa Arts Center. New large-scale facade improvement to AZ Museum of Natural History, adding dinosaur bursting out of the front wall of the museum. Presented Fantastic Planet, a giant public art installation by Australian artist Amanda Parer in its U.S. Premiere.

Major advocacy battle in the State succeeded in reinstating AZ Arts Commission budget for next year.

Significant development activity underway and announced for downtown Mesa, with the vibrancy of the arts scene named/credited with catalyzing investment. Artspace Mesa Lofts opened, with artists moving in at present to 50 live-work units. Public grand opening scheduled for the fall. First phase of Prototyping work completed in the fall, and just received award of another \$75K for next phase of Prototyping work, which will focus on low-income neighborhoods south of downtown.

Mounted Hello Lamp Post, interactive public art activity that engaged public and collected info on public desires and feelings about arts and culture and downtown Mesa.

Someone who is innovative is lots of experimenting, embraces failure and learns from it.

An organization that is innovative is the development of new ideas and initiatives that change people's perspectives and way of doing and seeing things.

Name one barrier to innovation that you face inside your organization

Those unwilling to take risks, or tied to the status quo.

Name one barrier to innovation that you face outside of your organization

People understanding the integral role of the arts and the need to break molds in making a successful environment where innovation thrives.

Organization: Raleigh Arts

City, State: Raleigh NC

Prepared by: Sarah Powers

Raleigh Arts has continued to grow it's programming and expand access to the arts as we complete the second year of implementation of the Creative Life Master Plan. The highlights:

Community Arts

A new initiative to bring art programming to community centers was launched in January 2018, bringing pop-up art classes, workshops and creative experiences areas of the City that don't have access to arts programming. These programs are free, allow for walk-in participation and are being marketed in non-traditional ways. The efforts coincide with the expansion and renovation of a popular downtown arts center, which has allowed staff to test alternate locations for permanent arts programming as well.

Public Art

Raleigh Arts expanded the temporary public art program in FY18. In October, 2017 NYC-based artist Olek worked with 120 local artists to crochet a 40' mural of NC musician Nina Simone and commissioned Chapel-Hill artist Mary Carter Taub to install a duct-tape mural all over the main entry and lobby at City Hall.

In May 2018, Raleigh artist Nate Shaffer installed almost 400 neon lights in trees to create "Light the Woods with Sound" at Dorothea Dix Park. This installation was the first in a series of temporary projects for the Park, which was recently acquired by the City of Raleigh. The park had previously been the site of the Dorothea Dix Hospital, which served as a psychiatric hospital named for mental health advocate Dorothea Dix. Dix believed outdoor space would aid the recovery of patients in the hospital, an innovative concept in her time. Raleigh Arts will partner with the Dorothea Dix Conservancy to activate the park with temporary art and events throughout the Master Planning process for the site.

Raleigh Welcomed a new Public Art Director, Kelly McChesney, in January. Kelly was previously the director of Lump Projects and Flanders Gallery in Raleigh and replaces Kim Curry-Evans, who founded Raleigh's public art program and is now the Public Art Director at Scottsdale Arts.

Equity Access & Inclusion

Raleigh Arts will host Technology, Access and the Arts, the 3rd annual Universal Access & the Arts Day on Thursday, June 21, 2018 at the Raleigh Convention Center, 500 South Salisbury Street. The 2018 event focuses on new and innovative uses for technology in the accessibility field. This is a project supported by Raleigh's Learning Community for Universal Access in the Arts. The Raleigh Arts Commission launched a task force to build a training program focused on racial equity, which will prepare our volunteers as they work towards an equity statement for the Commission.

Someone who is innovative is what it needs to do to move ahead and serve its community.

An organization that is innovative is the willingness and ability to change, experiment and create new things.

Name one barrier to innovation that you face inside your organization

Time

Organization: City of Dallas, Office of Cultural Affairs

City, State: Dallas, TX

Prepared by: Jennifer Scripps

Dallas has had quite a 2017-2018 year! We launched a new Cultural Planning process in September of 2017....right at almost the exact moment that Charlottesville, VA, experienced the riots over their Confederate monuments. So, we worked to manage the Mayor's Confederate Monument Task Force regarding our two confederate monuments, six streets with Confederate names, two parks' names, and our city's acknowledgement of a horrific lynching. The Cultural Plan is approximately half way finished. We have been working with Lord Cultural Resources out of NYC and a wonderful team of local experts including bcWorkshop for the community engagement. So far, more than 7,500 Dallas residents have engaged in this process and there are 7 key areas of recommendation and task forces working on the new plan and cultural policy. All to say - things are busy and good!

Someone who is innovative is failure "well" - they learn from it and move on.

An organization that is innovative is pushing for new ways to do our business.

Name one barrier to innovation that you face inside your organization

city budgeting and purchasing rules

Name one barrier to innovation that you face outside of your organization

arts organizations are used to their "contracts" with us

Organization: Regional Arts Commission of St Louis

City, State: St Louis, MO

Prepared by: Felicia W Shaw

The Regional Arts Commission of St Louis (RAC) is excited to near the completion of a year-long community cultural visioning process. The first arts-focused comprehensive planning process for St Louis City and County, this pivotal report comes at a time of great change in our region. Slated for release at the end of July, the plan's theme will build on the idea that the arts in St Louis are catalysts for community change and that with leadership provided by RAC and a new and more dynamic strategic focus, St Louisans will be empowered to do the work of solving some of our most stubborn social problems – racial equity, income inequality, disparities in our educational system, in and through the arts.

In addition to the larger cultural visioning plan, RAC is also in the final stages of completing the Downtown St Louis Public Art Plan which recommends the inclusion of public art throughout the downtown footprint to promote safety, walk-ability and an improved cultural experience for residents and visitors. Copies of both documents will be shared with LAA colleagues throughout the country when they are hot off the press.

Informed by the people of St Louis, the cultural visioning process has inspired the development of a few new programs on the horizon at RAC. In the planning stage is the Gyo Obata Fellowship in the Arts, which is a paid 10-week summer internship program for college students who are under-represented in the arts administration field. This program will offer hosted internships within 10 RAC grantee cultural institutions. The program will be announced in the summer of 2018 and will officially launch in the summer of 2019.

Another new program in the works is the Gravois Park Art Place project. This community development partnership with two local funders – the Kranzberg Foundation and Incarnate Word Foundation - will purchase 10 blighted properties in the Tower Grove neighborhood of St Louis, renovate them, and then sell them to low-income local artists as affordable housing and live/work space.

On another front, we are preparing for two national arts conferences which will be happening here in St Louis this spring. Theatre Communications Group (TCG) annual conference will be June 13-15, right in the middle of AFTA's conference. To support TCG, RAC is co-sponsoring TCG's Rising Leaders of Color program which this year will provide professional development opportunities for a cohort of exceptionally talented early-career leaders of color from St Louis City/County and New York. Also coming to St Louis is the annual Opera America conference, June 20-23. This preeminent gathering of opera professionals, artists, trustees and industry stakeholders will bring more than 500 attendees to St Louis to gain inspiration, ideas, knowledge and connections to fuel their work throughout the year.

By the time we meet, we will be more than half way through our 2018 annual grants cycle, with the allocation of \$3 million in unrestricted general operating support grants to 42 nonprofit arts and culture organizations and an additional \$831,000 to 89 nonprofit groups for program support and \$76,000 to 29 artists for funding to support individual career enhancing projects. Finally, we are completing several months of hiring new staff. Most pleased to welcome the new Director of Strategic Initiatives and Community Partnerships, Erika Fiola, to RAC. Erika hails from ArtsWave in Cincinnati where she was Impact Advancement Officer. Really looking forward to adding her expertise to our team!

Lots of great things happening at RAC. Five months down – 7 to go!

Someone who is innovative is work that makes the mundane better.

An organization that is innovative is the result of imagination and courage in action.

Name one barrier to innovation that you face inside your organization

Fear of the unknown

Name one barrier to innovation that you face outside of your organization

love of tradition

Organization: Greater Pittsburgh Arts Council

City, State: Pittsburgh, PA

Prepared by: Mitch Swain

Overall, the health and well being of Pittsburgh's arts and culture community is pretty strong. The August Wilson Center has new leadership and strong foundation support, and is in the process of rebuilding its staff and programming.

Issues of diversity, equity and inclusion continue to be an important topic. The Greater Pittsburgh Arts Council (GPAC) just released a research report on Racial Equity and Arts Funding in Allegheny County. The report is an empirical analysis on funding from 20 public funders and private foundations. The project was undertaken with the participation of a local ALAANA majority committee of grantees, researchers and funders. The research found that there are continuing disparities in the number of arts grants, total amount of funds, and the average amount of grant dollars received by ALAANA organizations when compared with White, non-Hispanic organizations. The report recognized some positive signs of change and offered many recommendations for funders to consider and act upon.

The Allegheny Regional Asset District (RAD), distributes grants to civic, cultural and recreational entities, libraries, parks and sports facilities. RAD approved a \$99.9 million budget for 2018 that will provide funding to sustain and enhance the operations of 101 regional assets. The final budget is \$1.5 million more than the 2017 budget, and approximately 12% of the budget goes to arts and culture.

GPAC held its Annual Convening for the arts community on May 8, 2018 with over 200 participants at the David L. Lawrence Convention Center. Key topics included equity and inclusion, equitable community development, marketing and earned income with guest speakers from Harrisburg, Cleveland, Indianapolis and New York City adding great content and expertise to the event.

Someone who is innovative is the research necessary to understand issues, provide definition and identify solutions.

An organization that is innovative is bringing creativity and inspiration to challenges.

Name one barrier to innovation that you face inside your organization

fear

Name one barrier to innovation that you face outside of your organization

fear

Organization: City of Sacramento Convention & Cultural Services

City, State: Sacramento, CA
Prepared by: Jody Ulich

* The Cultural Plan "Creative Edge" is wrapping up and will be forwarded to Council in June, 2018. Highlights include an emphasis on Arts Education; Equity; Neighborhoods; Creative Economy; expand investment.

* Mayor has announced a consortium to support arts education including the City, all school districts in the city/county, Friends of Metro Arts, and the Region Foundation to support and implement California's Visual & Performing Arts Standards.

* The City is exploring separating the Metropolitan Arts Commission from the County and becoming city specific. With the growth & incorporation of cities in the County who have established their own arts commission/council - the City may go to a contractual relationship for services in County unincorporated areas. This will be a process that evolves over the next year but there is support at both the City and County level.

* The public art program has completed and closed out \$9.0 million in art for the new Kings Arena and are now planning a \$3-4 million public art initiative for the two city performing arts facilities and convention center that are renovating over the next four years.

* The Arts Commission will be assisting the Economic Development Dept. on implementation, oversight, and in depth analysis of the Mayor's Creative Economy Grant Pilot. The Mayor's office has awarded \$500k to individuals and organization in food, tech, and art to stimulate the Creative Economy of Sacramento.

Someone who is innovative is encourages, supports, and funds ideas that may not have a proven track record but have support from the community they serve.

An organization that is innovative is a new or different way to encourage growth or service.

Name one barrier to innovation that you face inside your organization
Regulatory red tape

Name one barrier to innovation that you face outside of your organization
The sense that we've already tried that

Organization: Arts Foundation for Tucson and Southern Arizona
City, State: Tucson, AZ
Prepared by: Carol Varney

Public Art

We are currently managing approximately 25 public art projects that are in various states of development. We also launched a rolling application process for artists who want to be considered for the City/County's "Artist Roster" for projects with budgets of under \$50,000.

A question for the group:

Is there a way in which you work with City/County when there is a 1% For Art project for which they have simply chosen an artist without having a public process. A County representative asked the County Board of Supervisors for a special way to approach a high-profile public art location/piece, thereby removing it from the public process that should take place with 1% for art projects. They would still like us to be involved – in some way – with the project, but they have already chosen the artist and the design, making our role unclear. The question: If the City or County takes out the "public" in the "public art" process, does it compromise our mission to support the work after the process has been negated?

Advocacy

Advocacy Committee members attended and spoke at a County Supervisor meeting and a City Council meeting; each requested additional support for the arts and thanked our elected officials. I held one-on-one meetings with five of six City Council members as well as the Mayor, and two of five County Supervisors. A board member sent direct email messages on our behalf to two Council Members requesting additional funding. Seemingly (as of this moment), our requests for additional support were to no avail.

Staffing

We now have a staff of 3.5 FTE. We're still looking for a marketing manager in case anyone has any recommendations!

Grants

Scholarships were given to five students who plan to pursue the arts at Pima Community College through the **Pima County Youth Arts Awards**. Next year one of our board members attend the high school scholarship award event for each awardee to say a few words, congratulate them, and present the scholarship.

We had 19 applicants to the **New Works** grant pool and four were awarded. Thanks to advice from Dave Lawrence, we recorded the conversation among review panelists about each application and offered the recording to applicants who were not chosen. We're now planning to continue to do this for all review panels for grants.

Based on feedback from organizations locally, we launched an **event sponsorship application** opportunity for organizations of any kind who are holding free events that will expose new audiences to the arts. We were happy with the first round of applicants – which included some new and not-strictly-arts organizations, and plan to promote this opportunity widely as it will be open two times per year.

Events

In the last six months we held four **Salon** events to encourage discussion about the arts and a variety of related topics: rural areas, science, seniors, and cultural diasporas. The events were good fundraisers and we're determining how to manage similar events in the future with a very small staff.

We held our first "**Public Update**" about the Arts Foundation on May 2 at a centrally located public library, followed by a Happy Hour with a focus on "Arts+Learning" at a nearby, locally owned bar. There were 20 adults and ~10 children in attendance, and members of our Advocacy Committee were among the attendees. We will hold these events every other month moving forward and provide information on public art, grantmaking, and arts advocacy efforts, and share information about upcoming educational workshops, providing an opportunity for questions.

Planning

We've now held a very successful staff retreat and a very successful staff+board pre-strategic planning retreat. We're about to contract with a Bay Area consultant to lead us through a planning process that focuses on community impact and the best ways to track that impact through a variety of tools. I'm excited to launch the process in July.

Someone who is innovative is due diligence with all constituents.

An organization that is innovative is a strategy that actually works for the least well-resourced of those it is intended to impact.

Name one barrier to innovation that you face inside your organization

Understanding of the work that we do for the community.

Name one barrier to innovation that you face outside of your organization

The perception of what is possible based solely on history.

Organization: Cultural Office of the Pikes Peak Region

City, State: Colorado Springs, CO

Prepared by: Andy Vick

The Cultural Office of the Pikes Peak Region started 2018 on solid footing as we began our first full year with a formal contract for designated Lodgers Tax funding from the City of Colorado Springs. The additional funding is providing ongoing support a fourth staff person, and allowing us to expand several programs, including PeakRadar.com (our online cultural calendar), our annual Arts Month initiative, and our free First Friday Shuttle Bus service--which connects Art Walk activities in three creative districts along a newly designated Creative Corridor. The Cultural Office has also been working closely with our State Arts Agency (Colorado Creative Industries) to lead our local Creative Forces initiative—an NEA funded program that leverages the power of the arts to help heal the psychological and physical wounds of war that impact many of our local service members, veterans and their families. We kicked off our local initiative with a very successful Creative Forces Community Summit this past February, and we are now working with a Planning Committee of diverse stakeholders to develop a local demonstration project, funded by the NEA, that will respond to the specific needs of our military and arts community. This meaningful interaction with our local military population has resulted in many new relationships and experiences for me personally, and numerous opportunities for cross-sector collaborations with the military sector and our organization, as well as for the broader arts community here in the Pikes Peak region. In other programming news, the Cultural Office recently entered the grant-making space for the first time when we introduced our new Peak Arts Prize program in the first quarter of 2018. This innovative video application-based granting program, launched in collaboration with the Pikes Peak Community Foundation, garnered great community support and engagement in its first year, exceeded all of our program expectations, and is already funded for a second granting cycle in early 2019. Finally, the Cultural Office continues to work with an assortment of elected leaders and community partners to advance a local ballot initiative that will increase the City's Lodgers Tax, and hopefully generate more financial resources that can be funneled through our organization and out to the local arts community via another new granting program. The details are all still to be determined, but we hope that the ballot measure will go to the voters this November, or next April. Once the ballot measure is finalized, we will shift into advocacy mode, and start to develop the specific parameters of our granting program. I look forward to seeing everyone at the USUAF meeting and AFTA Convention in Denver!

Someone who is innovative is an important service to its community.

An organization that is innovative is searching for the next great idea or experience.

Name one barrier to innovation that you face inside your organization

A Board that is hesitant and/or reluctant to embrace new ideas and programmatic directions.

Name one barrier to innovation that you face outside of your organization

Lack of resources to create the climate and/or opportunity for innovation.

Organization: Cultural Arts Division

City, State: Austin, TX

Prepared by: Meghan Wells

The City of Austin just adopted a short-range Strategic Plan to guide efforts across City and community to achieve outcomes in six key areas through 2023, including Culture and Lifelong Learning. The Strategic

Plan is aligned with the City's 30-year Comprehensive Plan (Imagine Austin), but is changing the way the City expends resources -- across Departments, across public-private sectors, and across the geography of the city -- to prioritize equity and increase effectiveness. It has already transformed the City's budgeting process with a "request for bid proposal" process in which City Departments "bid" for budget dollars according to proposed solutions that achieve outcomes in the plan. With arts, culture, and preservation at the heart of a key outcome, the Cultural Arts Division is hopeful for a boost in FY 19 budget allocation. We'll see, come mid-September.

Austin continues to experience rapid growth and associated affordability issues. We recently published the results and data set (over 3000 individual data points across the city) of our Cultural Asset Mapping Project (CAMP) and companion policy guide, Thriving in Place (both available at austincreates.com). The latter serves as a conceptual and practical roadmap for City governments interested in incentivizing projects delivering a public benefit with the help of City resources. Revision of Austin's incentive policy is underway, with Council poised to take action on a new framework in late June with adoption and roll-out of business expansion and location-based incentive programs in the fall. A framework for establishing a cultural trust for housing and commercial space for the creative community is also in the mix.

We have begun to examine our Cultural Funding and Art in Public Places (public art) programs with a more intense equity lens, with significant changes to program structure, operation, and commissioning/funding models as distinct possibilities. With another 100 applications submitted for cultural funding for the next 2-year cycle (bringing total contracts close to 600) and 60 public art contracts in motion (with a looming 2018 Bond Election to bring many more), we are also strategizing how funding shifts can streamline staff workload. Still have a vacant key management level staff position that I'll be posting in the next month or so (fingers crossed). On a more positive note, the Art in Public Places program is set to publish a commemorative book this summer to mark its 30(+) years. Please let me know if you'd like me to send you one! While celebrating the past, the program is ever-evolving and has launched a new program to commission temporary murals highlighting community identity (called TEMPO 2-D), a lecture series in partnership with the local American Institute of Architects featuring public artists, and a pilot program (called TEMPO Refresh) that allows older public artworks to be "re-imagined" with temporary interventions starting with the most controversial piece in the collection.

Someone who is innovative is creative solutions.

An organization that is innovative is imagination and re-invention.

Name one barrier to innovation that you face inside your organization

lack of time to focus on re-invention

Name one barrier to innovation that you face outside of your organization

lack of community dialogue