



**2018 United States Urban Arts Federation Winter Meeting
Washington, DC
January 24-26, 2018**

CITY REPORTS

Organization: City of San Jose Office of Cultural Affairs
City and State: San Jose, CA
Prepared by: Kerry Adams Hapner

San Jose's Office of Cultural Affairs is experiencing continued budget growth with an increase of the Transient Occupancy Tax (hotel tax), which funds the majority of our budget.

Other new emerging themes and initiatives relate to placemaking, facilities, and affordable housing. In November, we launched an innovative new 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. The response has been so positive, and the initial installation has been a backdrop for incredible creative and participatory activities like 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.

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. OCA is increasingly involved in presenting programs. We have launched several special event programs: Make Music Day and CityDance.

Additionally, we have been actively engaged in developing partnerships for presenting in the Hammer Theatre through a partnership with San Jose State University. I have advocated for an enhanced curatorial/artistic direction across our presenting programs, including public art.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Raising the visibility and value of the arts in San Jose
Raising the visibility of the OCA in City organization and San Jose (w/new City Manager in place)
Public art funding

Share your top 2017 advocacy success

Arts and Economic Study release with city leaders and community.
Getting more staff!!!!
Advocating for a curatorial approach to public art for selected projects.
Burning Man Project partnerships.

Please list your top 3 advocacy priorities for 2018

1. Raising the visibility and value of the arts in San Jose
2. Raising the visibility of the OCA in City organization and San Jose
3. Public art funding

Organization: Cultural Council of Greater Jacksonville
City and State: Jacksonville, FL
Prepared by: Antonio Allegretti

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

We are working on a city funding advocacy campaign that we think hits a sweet spot with our city government. City funding is 85%+ of our budget of which we regrant 86.5%. We haven't had an increase in funding in a decade. We are packaging our ask and advocacy this year like one would for a jobs package as an incentive to bring a corporate headquarters. We are also strong supporters of Any Given Child and have been actively advocating for the new superintendent to have a lens on arts in education. The search for the new superintendent is in progress. We also are taking part in both arts advocacy and tourism advocacy days at our state legislature.

Share your top 2017 advocacy success

Diversity, inclusion and equity in the arts continues to be the lens that drives our efforts. We've made several gains in board diversity on grant funded orgs, held major events that have helped shape programs and we are seeing needles moving. One major success is that our paid internship program was to feature up to 25 paid interns at our Cultural Service Organizations. We ended up funding and working with 40 paid interns across the county in these orgs.

Please list your top 3 advocacy priorities for 2018

1. Increased city funding from \$2.8 to \$5mm
2. Increased state funding
3. Investment in live work housing for creatives in underserved areas.

Share your 2017 advocacy challenge that may or will carry-over into 2018

Always vulnerable when we are part of the city ad valorem funded budget. We always have an eye on diversity of revenue and have discussed such with our utilities authority and have looked at alternatives to augment this funding.

Organization: Phoenix Office of Arts and Culture
City and State: Phoenix, AZ
Prepared by: Gail Browne

Since summer 2017 the Office of Arts and Culture has been engaged in equity work: workshops with a local consultant, discussions to assess our practices and to envision an equity strategy. Without a focused citywide effort we've been working on our own and collaborating wherever possible – with EOD, Department of Sustainability, and the team involved with City's Equitable Economic Development Fellowship (through the National League of Cities, Urban Land Institute and PolicyLink). Thanks to those of you who so graciously and patiently answered questions from me and my staff about your ongoing equity efforts. We've made a start but have a long way to go.

The Latino Cultural Center capital needs and feasibility study was completed and presented to City Council in late October 2017. We are currently working with City Council on next steps, including the appointment of a new committee to form the organization that will lead the effort.

Our Mayor has announced he will resign this spring to run for state office and two council people will leave their positions to run for his office, so there's a great deal of uncertainty at the moment. We've decided to postpone the Cultural Planning process until our new Mayor is in place.

Other main areas of focus now are maintenance needs at the City-owned cultural facilities we manage, and a number of large public art projects in the final stages of design: freeway bridges and structural elements at the Phoenix Airport.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Economic impact of the arts (AEP 5 Report)
Funding increases for grants program
Funding increases for maintenance of public art

Share your top 2017 advocacy success

The Phoenix Youth Arts and Culture Council's advocacy at citywide budget hearings this spring resulted in an increase of \$20,000 in grant funding for youth-oriented projects.

Please list your top 3 advocacy priorities for 2018

1. Corporate partnership
2. Public and private support for arts infrastructure
3. City funding for grants services

Share your 2017 advocacy challenge that may or will carry-over into 2018

All

Organization: Los Angeles County Arts Commission
City and State: Los Angeles, CA
Prepared by: Leticia Buckley

CULTURAL EQUITY AND INCLUSION INITIATIVE (CEII): Five recommendations included in the Cultural Equity and Inclusion Initiative (CEII) report released by the Arts Commission in April 2017 received funding by the LA County Board of Supervisors as part of the approved budget for Fiscal Year 2017-18.

The CEII report was the culmination of an 18-month public process that led to the development of recommendations to the Board of Supervisors to ensure that everyone in LA County has equitable access to arts and culture, and to improve inclusion in the wider arts ecology for all residents in every community. The executive summary and full report are available at LACountyArts.org/CEII-report

Additionally, on March 14, 2017, the Board of Supervisors unanimously approved a motion to implement a private developer requirement for civic art in the unincorporated areas which is an additional CEII recommendation.

In July 2017, Laura Zucker retired from her role as Executive Director of the Arts Commission after 25 years of service. Leticia Buckley has served Acting Executive Director since. In November 2017, the Board of Supervisors appointed Kristin Sakoda as the new Executive Director. Ms. Sakoda joins the Arts Commission on February 15, 2018.

In June 2017, the Board of Supervisors directed the CEO to hire a consultant to determine if they should expand the Commission's role and restructure it in a way that would be able to effectively coordinate and leverage all existing art/cultural resources and provide a cohesive direction for the County. The study is expected to be completed and submitted to the BOS in February 2018.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

1. Cultural Equity and Inclusion Initiative - implementation of funded recommendations included expansion of the arts internship program with a focus on students in community college, and a change in grant guidelines requiring applicants to have a board-approved equity statement, plan or policy.
2. Arts education for all students in K-12 public school system in LA County - scale and equity across the region.

Share your top 2017 advocacy success

Board of Supervisor passage of 13 recommendations outlined in the Cultural Equity and Inclusion Initiative, and the funding of five of those recommendations in FY 17-18.

Please list your top 3 advocacy priorities for 2018

1. Development of a County Cultural Policy
2. Recommitment to Arts Education by the Board of Supervisors
3. Civic Art: Private Developer Requirement and Mural Ordinance

Share your 2017 advocacy challenge that may or will carry-over into 2018

Funding.

Organization: City of Boston, Mayor's Office of Arts and Culture
City and State: Boston, MA
Prepared by: Julie S. Burros

2018 began with the Inaguration of Mayor Walsh, re-elected for a second four year term. Our cultural plan, Boston Creates has been issued for eighteen months. The single largest public investment in Boston Creates is via our newly created Percent for Art public art program. We've crafted a process, adopted guidelines and are about to issue our third RFP - the latest one focused on a major overhaul of a 1960's era Brutalist branch public library in a community with very little public art. We continue to building our capacity - I now have a full time communications director who is helping us to tell our story and share our wins. We are evolving pilot programs to maturity and stability and further incorporating the arts into other policy and planning areas and in turn adopting the values and goals from related and aligned plans. The Boston Resilience Plan, a product of the Rockefeller Resilient 100 Cities, takes the concept of resilience planning in new directions. In addition to climate resilience Boston chose to explore social resilience and in particular to address how structural and institutional racism as led to persistent racial and economic inequality. Our charge is to adopt a cultural equity lens and apply it our work which for grant has thus far meant translating applications into other languages, allowing artists to upload videos in place of a resume or CV and focusing our grants on those with the lowest incomes in the most underserved communities. This year we aim to revamp our our organizational grant guidelines in a similar fashion. We've just selected seven artists for our third year of social practice residencies in our Boston AIR program with a particular focus on racial and cultural equity. We've also seen other funders adopting new collaborations and funding initiatives that respond directly to the goals of Boston Creates resulting in more funding going to the smaller organizations and independent artstis, truly a victory!

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Cultural and Racial Equity

Share your top 2017 advocacy success

Stable public funding for the arts at the State and local level.

Please list your top 3 advocacy priorities for 2018

1. The role of the arts in recovery
2. The role of the arts in healthy aging
3. Preventing displacement of cultural spaces

Share your 2017 advocacy challenge that may or will carry-over into 2018

preventing displacement of cultural spaces

Organization: Arts & Science Council of Charlotte Mecklenburg
City and State: Charlotte, NC
Prepared by: Robert Bush

- Published a new Dashboard to track Key Performance Indicators for ASC and the Charlotte-Mecklenburg Cultural Sector Measures are aligned with the four core elements of ASC's Mission: Access, Excellence, Relevance, and Sustainability. We plan on annual September updates of the Dashboard. This year's report is here: [Click Here](#)
- ASC has awarded over \$9 million in grants to arts, science and history organizations, individual artists – project funding and fellowships to mid-career artist, community based groups, and schools.
- Convened a Science & Technology Task Force to evaluate the scope of ASC's role in public understanding of and engagement with science and technology, and specifically:
 - Identify other local, regional or national organizations that are leading community discussions and programming around the intersection of art, science, history and heritage;
 - Understand the public's perception of ASC's role in science and technology;
 - Develop prioritized short and long-term recommendations and investment strategies for what ASC's role should be in advancing science, technology and the intersection of art, science, history and heritage in the Charlotte-Mecklenburg region;
 - Identify new potential sources of funding, both public and private, that would help advance Task Force recommendations
- Public art projects continue to grow dramatically in FY18 to \$3.9 million in City, County and private projects. In September, we dedicated a major work by Richard Hunt *Spiral Odyssey* in Romare Bearden Park. Before the end of June, we will install major works by Refik Anadol and Christian Moeller at CLT International Airport and a private commission by Mark Flores for a local developer for a new mixed-use development.
- Re-focused efforts around engagement including 2 special events:
 - Culture Feast – now in its 3rd year, ASC hosted residents for a family style dinner and diverse cultural experiences on September 8th on the NASCAR Hall of Fame Plaza and in downtown Cornelus. Attendance grew from 500 in 2016 to over 750 in 2017.
 - Connect with Culture Day is being expanded to 2 days and will be held on Friday, January 26th and Saturday, January 27th providing free cultural experiences and access to museums, historic sites and performance across Mecklenburg County. Friday's programming will target millennials. Over 10,000 individuals participated in this event last year. Full details are available here - [Click Here](#)
- Local elections for City mayor and council members have resulted in a new mayor who is a long-time supporter of ASC along with a majority of City Council members being millennials and changes in at the suburban council/mayor level as well.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

1. Dedicated revenue stream
2. Educating new elected officials on role of cultural sector in life of the community
3. FY19 local government funding

Share your top 2017 advocacy success

First increase in City funding for program support since 2002

Third consecutive year of increased County funding for program support

Please list your top 3 advocacy priorities for 2018

1. Dedicated Revenue Stream

Share your 2017 advocacy challenge that may or will carry-over into 2018

All of the above

Organization: City of Kansas City, MO / Office of Culture and Creative Services
City and State: Kansas City, MO
Prepared by: Megan Crigger

The Office of Culture and Creative Services (OCCS) just celebrated its 3rd anniversary, formed under the leadership of Mayor James, who has one year remaining of his term. The City is 5 years in to its 10-year cultural plan and will be focused this year on reporting successes through a report card and seeking community input on priorities for implementation over the remaining 5 years with limited resources. Big ideas on the horizon for 2018.

- OCCS is focused on working inter-departmentally on City Council priority of economic mobility and equitable investments across the city. We are investigating the Social Impact of the Arts study with Mark Stern and Reinvestment Fund as part of this initiative and overlay to a citywide housing condition study.
- The City of KCMO/OCCS announced the launch of Open Spaces, a visual and performing arts biennial in fall of 2018 (August 25 - Oct 28) that will showcase regional, national and international artists in partnership with the philanthropic community. Dan Cameron was selected as curator/artistic director. City committed \$500K toward a \$4 million project goal. This announcement has spurred demand for more support of local artists to look at capital, business infrastructure needs. OCCS holding open office hours to solicit the priorities that will feed into cultural plan priorities for investment. This may include a Neighborhood Engagement Initiative that could build capacity of local artists working in social and civic practice to engage with surrounding neighborhoods of Open Spaces.
- Wrapping up NEA Our Town project for a vision study of a network of public spaces in the West Bottoms, a bi-state initiative to better connect the neighborhood and provide placekeeping attributes in the definition of public spaces. This is an area seeing fast infusion of public and private dollars and affordability is quickly becoming a concern. This has spurred interest in a policy handbook of national case studies or examples of economic development tools and strategies for consideration by city council, economic development agencies, arts community and the West Bottoms neighborhood as well as other neighborhoods to facilitate the retention and attraction of artist and creative community.
- Hotel tax collection anticipated to remain strong at ~\$1.5 million. After 3 years, was finally successful in adoption of best practices, including evaluation criteria and funding formula to strive toward more equitable and transparent grant making practice. It has been well received by the nonprofit grantees.

Organization: Bravo Greater Des Moines
City and State: Des Moines, IA
Prepared by: Sally Dix

Six months through our fiscal year and FY18 is shaping up to be a big year for arts and culture in Central Iowa and for Bravo.

In July we announced the region's results from AEP5 which was the first time we had participated in the study. People were universally blown away by the economic impact, jobs and tax revenue numbers we were able to share and the data provided an important missing element to the conversation about why arts and culture are essential to our community's success.

In November, a 15-month Regional Cultural Assessment process was completed, 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:

- EVERY DAY, EVERYWHERE ART - Generate more spontaneous artistic and cultural connections in new and different places.
- STRENGTHEN THE CREATIVE ECONOMY - Develop the talent and skillsets of creative entrepreneurs and artists.
- CULTURAL TAPESTRY - Support arts, culture, and heritage as diverse, accessible, inclusive, and equitable throughout Central Iowa.
- YOUTH CONNECTIONS - Ensure that all young people in the region have access to a rich array of creative and cultural experiences, both formal and informal, educational and recreational.

The project was funded by Bravo but led by an independent steering committee of community leaders, Chaired by Drake University President Marty Martin. Each steering committee member contributed to an implementation fund at the project's outset and Bravo matched those funds, so we now have a \$115,000 Implementation Fund ready to be spent on initial projects that align with the Assessment priorities. As an organization with a deeply risk-averse culture and high process focus, deploying these funds will prove a challenge but could set the stage for important future projects, programs and functions for our community and for Bravo.

Finally, in January, Bravo begins our strategic planning process 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 round has the potential to be more aspirational and more transformative. As a sustainably funded organization with revenues topping \$4 million annually, now is the time to reflect on our role in and for the region and take advantage of leadership opportunities. The key question we will have to answer is will we remain "just" a grantmaker, or will we grow to become a true community partner, leading the way on strengthening the region through arts and culture. Stay tuned.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Bravo is an independent, non-partisan, non-political not-for-profit, but we are 99.9% funded through contributions from 17 local partner governments who are in perpetual agreements to contribute a portion of hotel/motel tax to Bravo to support arts, culture and heritage organizations in Central Iowa. As such, our advocacy initiatives are almost entirely focused on maintaining relationships with these 17 local governments. Each community has a representative on the Bravo Board, but making sure that Councils, Mayors, staff and residents of these communities understand not just the value of arts and culture to the region but also Bravo's role in driving that value is a significant area of focus.

Following the November 2017 elections, 6 of our 17 elected official representatives will be new starting in January 2018 and bringing them up to speed so they can actively participate in and support a stable future for Bravo will be essential. Additional advocacy to connect the business community to the value of arts and culture and aligning resources behind the Regional Cultural Assessment priorities is also an

opportunity. While many locally understand the arts as “nice to have,” we need to continue to strengthen our positioning of the sector as “need to have” for the strength of the region.

Finally, Iowa has a Governor’s race in 2018. The field of candidates is large already and continuing to monitor that process may be important to the status of the sector overall. Currently, Iowa is near the bottom for state funding for the arts and no significant arts advocacy campaigns or initiatives are currently in place to change that status. Once a governor is elected, there may be more appetite for the discussion as Iowa’s number one priority is workforce readiness and employee and business attraction and retention and arts and culture can play a significant role in that issue.

Share your top 2017 advocacy success

Participation in AEP5 strengthened our advocacy messaging considerably and completion of the Regional Cultural Assessment set the stage for stronger focus on how the arts drive regional priorities, helping people see that the arts are not separate from regional objectives but essential to their success.

Please list your top 3 advocacy priorities for 2018

1. Strengthening relationships with local government partners investing in Bravo.
2. Enhancing connections with the business community to ensure appreciation of the value of the arts sector to Central Iowa beyond “nice to have” amenities.
3. Demonstrating implementation success from the Regional Cultural Assessment to further justify regional investments in Bravo and the arts.

Share your 2017 advocacy challenge that may or will carry-over into 2018

Every Bravo community has other ways they can spend the money they invest in Bravo (fewer options than they think, but whatever....)

We will forever be navigating the “why arts and culture instead of potholes/police officers/tax relief” debate and would appreciate and value and tools or messages working for others in this space.

Organization: Office of Arts & Culture | Seattle
City and State: Seattle, WA
Prepared by: Randy Engstrom

The Seattle Office of Arts & Culture exited 2017 and entered 2018 in a period of extreme transition. Seattle had an unprecedented 4 mayors in 75 days. While these transitions were difficult to navigate the Office was well prepared and continued to move our work forward. In 2018 ARTS continues to advance a number of important initiatives including: implementation of The CAP Report: 30 Ideas for the Creation, Activation, and Preservation of Cultural Space. ARTS is in the process of implementing 10 of the 30 ideas and strategizing ways embed the work throughout the office and the City. ARTS anticipate opening the top floor of King Street Station this fall/winter. Our intention with the new space is to increase opportunities for communities of color to present their work. Additionally, in 2017 Dr. Nguyen-Akbar, an ACLS/Mellon Fellow was placed in the ARTS office. Her position as the Assessment and Impact manager is to help determine how ARTS is messaging, implementing and building programs, policies, and practices that are guided by our racial equity goals. In tandem to ARTS strategic goals the city is implementing a new accounting software system that affects everything from budget creation, timesheets and invoicing as well as a consolidation of IT services including new a grants management system software solution.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Opening an arts and culture hub on the third floor of King Street Station
Implementing recommendations from The CAP Report
A year long Creative Advantage Media Arts Skill Center

Share your top 2017 advocacy success

Publishing The CAP Report
Working through 4 Mayors in 75 Days
Opening The Creative Advantage Media Arts Skill Center

Please list your top 3 advocacy priorities for 2018

1. Integrated race and social justice policies in all programs with data to inform those policies
2. Showing how arts as a strategy can leads towards race and social justice through the programming at King Street Station
3. Implementing a city-wide grants management system

Share your 2017 advocacy challenge that may or will carry-over into 2018

King Street Station as a model for how arts can make change possible.

Organization: The Arts Commission of Greater Toledo
City and State: Toledo, OH
Prepared by: Marc D. Folk

The second half of 2017 was a period of revitalization and growth in Toledo. Our downtown is being repopulated with businesses and several thousand jobs relocating to the urban core and residential occupancy at near 100% with hundreds more units in development. This is in large part being fueled by the ProMedica's move. As a part of their relocation they have funded three major works of public art ECHO by Kristine Rumman and Dane Turpening, Trace by Danielle Roney and Tower of Light by Erwin Redl. In partnership with the Toledo Symphony Orchestra and ProMedica we launched a new festival named Momentum that drew over 17,000 to the renovated waterfront. Core components of the festival included an international competition for new works in glass with \$10,000 in prizes and a symphonic tribute to the music of Prince by the Toledo Symphony Orchestra. Several other major public art initiatives are under way including the Nautical Mile and a major gateway project by Haddad and Drugan. Through these projects and others, we either directly paid or facilitated \$1.4 million in payments to artists in 2017. Included in this was an accelerator and merit grant program for local artists. This was the first time an artist grant program existed in fifteen years. Other programming continues to grow through our creative placemaking portfolio, which focuses on the lower income and largely minority-populated neighborhoods surrounding the downtown area. Through this work we are seeing more equitable participation in our Third Thursday Art Loop, Young Artist at Work program and other activity. We also hosted the pilot deep dive AFTA Executive Leadership Forum and the Ohio Community Development Conference. Politically, we are in the midst of a Mayoral transition with fourth Mayor in the past five years just sworn into office.

I am seeking examples of artist groups, clubs or societies that are housed inside botanical gardens and would love to talk to any of you that have recently moved into or renovated new facilities. I have also set the personal goal to only use one space at the end of a sentence in 2018.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

We remain a lead organization in the Toledo Area Cultural Leaders (TACL) and spearhead advocacy in the local media.

I currently serve as immediate past president of the Ohio Citizens for the Arts and connect our region to state and national advocacy issues.

Presentations, presentations, presentations...

Share your top 2017 advocacy success

Bus tour of arts projects, organizations and the creative businesses for the Mayor, Council and County Commissioners.

Published editorial responses and participation in AFTA's editorial campaign.

Stable state arts funding and increased local support.

Installation of a permanent portrait exhibition in the Mayor's office.

Please list your top 3 advocacy priorities for 2018

1. Building strong relationships with the new mayoral administration
2. Advocating in support of Arts and Cultural support at the federal and state level
3. Advocating for local investment in state capital appropriations

Share your 2017 advocacy challenge that may or will carry-over into 2018

The single biggest challenge that continues is to keep advocacy fresh and energized in the current climate.

Organization: queens council on the arts
City and State: queens, ny
Prepared by: hoong yee lee krakauer

2017 saw the release of CreateNYC, the City's first-ever comprehensive cultural plan and new legislation expanded the Percent for Art program for the first time since it was created in 1982.

Record-breaking Arts Funding The city provided more than \$40 million – its largest-ever allocation - to over 950 cultural nonprofits this year. \$6.5 million of the funding was directed to support CreateNYC recommendations, including \$1 million from the City Council for individual artists and \$1.5 million from the Mayor for groups in underserved neighborhoods called out in the Social Impact of the Arts report.
Employing Diversity, Equity, Inclusion The city doubled the number of paid internships available in the CUNY Cultural Corps program to provide more hands-on experience for the next generation of cultural workers. The Theater Subdistrict Council also gave \$2 million to 11 non-profit theaters to create professional development programs in theater for diverse workers.

Culture Draws Crowds 22 million people visited cultural institutions on City-owned property, with almost 6 million taking advantage of free admission. **Art is for Everyone** IDNYC continues to make culture more accessible for all: as of this year, New Yorkers have redeemed 589,181 complimentary cultural memberships with organizations around the city.

Building NYC's Arts Venues With over \$178 million in new City funds allocated to cultural capital projects this fiscal year, the city contributed to much-needed improvements to cultural spaces across the five boroughs, including renovations, equipment purchases, and new construction.

New Spaces for Artists In July, the city announced that NYC artists are getting new affordable studio spaces at the Brooklyn Army Terminal through a partnership with ArtBuilt Brooklyn. The 50,000 square foot facility will be a part of the City's Affordable Real Estate for Artists (AREA) program announced by the Mayor in 2015.

Public Art, Guaranteed This year we completed 14 public art installations - including ten in schools - and have a total of 88 underway. Percent for Art has commissioned over 400 permanent public artworks since 1982. Pictured above is a rendering of artist Saul Becker's commission for the Snug Harbor Music Hall on Staten Island.

Community & Art, PAIRed In May, Public Artist in Residence at the Mayor's Office of Immigrant Affairs Tania Bruguera launched CycleNews on the steps of City Hall. For the project, Bruguera and the Mujeres en Movimientocollaborated to create direct points of contact between immigrant communities and government institutions with materials, uniforms, and bicycles of their own design.

Arts in Education Access to quality arts education was the top priority raised by New Yorkers in the cultural plan. This year more than 150 cultural organizations provided arts programming in over 500 NYC schools through the Cultural After School Adventures (CASA0 program, receiving over \$11 million in support from the NYC Council.

Creative Reuse on a Massive Scale This year 1,959 organizations visited Materials for the Arts and collected 756 tons (the equivalent of six blue whales!) of free material that supported arts programming in nonprofits and schools citywide.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

1. working with artists, developers and government to rewrite the narrative of displacement and gentrification in new building development
2. supporting emerging leaders of color
3. creating spaces to rethink access, presence & power

Share your top 2017 advocacy success

1. securing 25,000 sf of prominent ground floor space for artists to make work in long island city
2. establishing an active emerging leader network in queens for women of color

Please list your top 3 advocacy priorities for 2018

1. producing experienced diverse leaders and board candidates for the field
2. reinforcing the vital presence of artists in community revitalization efforts

Share your 2017 advocacy challenge that may or will carry-over into 2018

see above

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

The City of Indianapolis has created a new Cultural Investment Fund (initial funding of \$100,000) providing quick turnaround grants of \$10,000 that enriches and expands opportunities for culture within the neighborhood context, with an emphasis on design, food and beverage, film and new media, music, history and heritage. A second new fund, the Cultural District Fund (initial funding at \$200,000), was created to catalyze creative projects that enhance the unique character of a district and promote inclusive and equitable community and economic development through the arts. The program will be officially unveiled later this spring. This funding is in addition to the Public Art for Neighborhoods program (percent for art) and the Annual Grant Program offered by the Arts Council.

The Arts Council recently launched the DeHaan Artist of Distinction Award in partnership with the Christel DeHaan Family Foundation. This new funding program for visual artists will provide grants of up to \$10,000 to five central Indiana artists each year. The Arts Council will administer all aspects of this program.

At a recent board retreat, the Mayor pledged to the board of the Arts Council, that he intends to double or triple arts funding in the 2019 budget. The budget will be officially unveiled in August. The Arts Council's staff and Government Relations Committee are creating an advocacy platform and strategies to build a coalition of support for the budget increase. Complicating the issue, just last week, a coup of sorts was staged at the City County Council. Five rogue Democrats joined with 9 Republicans to unseat the Council President (a democrat). With promises of new committee seats and chairmanships for Republicans, the potential shift in power at the committee leaves a question mark for this new funding request. With both a Democrat Mayor and majority party of the Council, we had hoped for an easier road towards this new increase. While we do enjoy support from both sides of the aisle, this shift in power to challenge some of the Mayor's priorities will certainly provide us with a steeper uphill climb.

The Arts Council is currently undergoing a major renovation and expansion of our offices. As part of this expansion, The Cabaret - a mid size arts organization in Indianapolis - will be moving in to our building and we will share board rooms, a main entrance, and other areas creating new opportunities for both organizations to expand audiences and increase outreach. Our portion of the build out and renovation began last August and was initially scheduled for completion in October. Construction woes continue. Finally, an exciting announcement from the Lilly Endowment just last week has the city abuzz. The Endowment launched a new \$25 million initiative called 'Strengthening Indianapolis Through Arts And Culture Innovation.' The fund will support compelling projects that strengthen Indianapolis cultural vitality. Grants will range from \$7,500 to \$10 million. As applicants must partner with an arts and cultural organization for consideration, the Arts Council suddenly has a number of new friends and potential partners. It will prove to be an interesting first half of 2018.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

1. Spring referendum for a tax increase for Indianapolis Public Schools. This would provide direct funding for arts programs and teachers.
2. August budget increase. The Arts Council currently receives \$1.3 million from property taxes and bed taxes. We hope to see a \$2 million increase for 2019 from the bed tax.
3. Changes to our Public Art for Neighborhood ordinance are being quietly suggested by some councilors. The fund isn't growing enough due to a clause in which developers can forgo the 1% contribution to the fund in lieu of add public art (at a comparable level) to their planned development. We are working with councilors to remove that 'loophole.'

Share your top 2017 advocacy success

In a second year of reductions to non-governmental agencies, the Arts Council remains the only such organization that did not receive a reduction. We look to level funding as a win in this continued challenging environment.

Please list your top 3 advocacy priorities for 2018

1. Triple city funding for the Arts Council's Annual Grant Program
2. Assist IPS (Indianapolis Public Schools) in the successful passage of their referendum
3. Work to build consensus amongst City County Councilors about changes to the percent for art ordinance

Organization: Mayor's Office of Cultural Affairs
City and State: Atlanta, GA
Prepared by: Camille Love

The City of Atlanta has a newly elected Mayor, City Council President and several members of the City Council, who were all inaugurated on January 2, 2018.

Where we don't anticipate any changes, Mayor Keisha Lance Bottoms indicated during her campaign that she would increase our budget 3 fold. She also expressed an interest in changing the Percent for Art ordinance from 1.5% to 2%

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

The Arts community in Atlanta has met and will be presenting Priorities to the new Mayor.

Share your top 2017 advocacy success

As a public agency, we are prohibited from advocating, however I can update you on the Arts Community's priorities

Please list your top 3 advocacy priorities for 2018

1. Dedicated Funding stream
2. Community Cultural Plan
3. Arts Education

Share your 2017 advocacy challenge that may or will carry-over into 2018

The primary challenge will be getting the attention of the new Mayor.

Organization: City of Mesa, AZ
City and State: Mesa, AZ
Prepared by: Cindy Ornstein

Mesa Arts and Culture initiatives are coming along well. We've seen a growing understanding among City officials and the public about the value of creative assets in community life and development. Two of the City Council's Strategic Initiatives are Placemaking and Building a Vibrant Downtown. Mesa Artspace Lofts will open this spring, bringing 50 live/work spaces for artists to downtown Mesa. More importantly, the City's partnership in their development sends a message to the community and region about the City's value of the role of artists.

We mounted a highly successful Mesa Prototyping Festival that invited the community broadly to submit concepts for prototypes to activate and connect downtown, responding to desires expressed in a series of community input sessions. Two artist residencies in nearby low-income communities were showcased in interactive art projects at the event, which got great press and participation. During the Mesa Music Festival (outside promoter event), a downtown developer opened up several vacant properties as temporary galleries and artists markets, which helped people experience the vibrancy that added to the event.

A new development was announced for a combination hotel/apartment complex and accompanying food hall with a focus on local artists (the same developer that runs the Foundre Hotel where we had dinner together in Phoenix). The developer cited the growing and healthy art scene in Mesa as a motivator for the project.

With all this activity comes a lot of thinking about potential displacement when/if the development expands beyond available land/space in downtown. Since downtown is surrounded by low-income neighborhoods, we are working now to use creative practice to support the strengthening of the community fabric to enhance neighborhood coalitions (the two Prototyping residencies were in these communities).

Funding was obtained by Mesa Arts Center to launch a new program for veterans and active service members. Arts in Service begins with teaching artist training and an initial series of free studio art programs this spring.

MAC also received funding for continuation of the Creative Catalysts program, that engages and empowers arts activists and creatives to define the creative community they wish to live in and provides support and resources to implement plans/projects. CC is now in it's third year.

i.d.e.a. Museum is in the throes of a master planning process to expand their public program space, and the AZ Museum of Natural History is working on the fabrication and installation of a new facade feature of a dinosaur bursting through the wall of the museum that will add a new artist-designed iconic feature to downtown.

MAC is in a strategic planning process led by Michael Rohd that is effectively engaging staff and stakeholders in important discussions, particularly about equity and inclusion and creative placemaking. It should be completed by the end of June.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Promoting/modeling equity and inclusion: active engagement of underserved and low income communities, racial equity, programming that respects the philosophy "nothing for us or about us without us." Achieving growing arts organization staffs understanding and buy-in.

Advocating for the critical importance of the creative economy to building a thriving urban center.

The value of creative practice and artists' skills as key tools in promoting personal health and development—especially for youth, aging, veterans.

Share your top 2017 advocacy success

Arts being invited more often to the table and considered an important asset in community and economic development and planning.

Growing coalition, including public figures—positive comments, press and concrete developments/events (embedded in Council strategic initiatives in a more robust way, excitement about downtown prototyping festival) and new arts-centered development projects (Artspace Lofts will open this spring, announcement of plans for an art-focused hotel/apartment tower in heart of downtown).

Please list your top 3 advocacy priorities for 2018

4. Promoting/modeling equity and inclusion: active engagement of underserved and low-income communities, racial equity, programming that respects the philosophy “nothing for us or about us without us.” Achieving growing understanding and buy-in among staffs of arts organizations.
5. Build understanding and will for increased arts support in Arizona from the business community and public sector.
6. Organize planning to support/enhance neighborhood-focused arts engagement that helps build community cohesion and self-determination (and ability to proactively shore up against future displacement) in low-income neighborhoods.

Share your 2017 advocacy challenge that may or will carry-over into 2018

Promoting and empowering creatives, especially young creatives, as community leaders through training, invitations to dialogues, increased awareness of opportunities for action and direct engagement, and support for projects/special initiatives.

Organization: Regional Arts Commission of St Louis
City and State: St Louis City and County: Missouri
Prepared by: Felicia W Shaw

Established in 1985 as a nonprofit, quasi-government agency, the mission of the Regional Arts Commission (RAC) is to promote, encourage and foster the arts for the benefit of the people of St Louis City and County.

This year we celebrate two important milestones: We reached the \$100,000,000 mark in grantmaking in the form of unrestricted operating grants and program support grants to nonprofit organizations. We also are proud that after the launch of our Individual Artist Fellowships Program five years ago, we have allocated a total of \$1,000,000 to 50 local artists who have been able to expand their careers through our unrestricted grants. We are looking forward to a phenomenal 2018.

What's significant and on the horizon for our organization this year includes the following:

* Finalize EVOKE, our comprehensive, community cultural planning process for St Louis City and County and release the final report to the community in March 2018. The process had a budget of nearly \$400,000 including consultant fees, meeting costs and other expenditures. A pricey investment that we hope will reap significant rewards for years to come.

*Launch a series of new initiatives in response to the cultural plan, including:

- 1) A new \$2,000,000 after-school youth arts engagement and enrichment program for middle school students in partnership with Wells Fargo Advisors;
- 2) A new summer college internship program for aspiring arts administrators of color in collaboration with a cohort of 10 nonprofit arts organizations;
- 3) A new partnership with Incarnate Word Foundation to develop a parcel of land in a degraded neighborhood of St Louis to establish an artist-driven community of live/work spaces and home ownership opportunities;
- 4) A new \$400,000 public art commissioning project in partnership with the Convention and Visitors Commission and Downtown St Louis as a result of the Downtown St Louis Public Art Master Plan, also scheduled to be completed this year.

Organizationally, RAC is in the midst of a staff and program restructuring that will call for hiring of seven new positions in 2018, which include: the Director of Strategic Initiatives, two Program Managers, a Facilities Manager, Executive Administrator and a Receptionist. This will bring RAC's staffing level to a full complement of 18 full-time equivalent employees. Our budget is expected to increase slightly to \$7.2 million.

While RAC traditionally does not engage in significant fundraising, we are the recipient of donations from time to time. At the end of 2017, we were pleased to have received a rather unusual gift from an unsolicited donor of \$80,000 and a collection of more than 2,000 works of art from donor's estate that RAC will auction off this year with the proceeds benefiting our individual artist programs. It is unknown what the auction will reap in terms of revenue, but if we keep our event costs low, every penny that we raise from the sale of the art works will go to excellent use.

This is just a portion of what's on our plates and what will be occupying our energies and passions over the coming months.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

The Regional Arts Commission is pleased to announce that it is once again co-sponsoring two annual events related to advocacy:

On January 18, 2018, we will co-host the Annual Citizens' Day Kick-Off Arts Advocacy Reception at .Zack, a cultural center in the Grand Center Arts District. Presented by the Missouri Citizens for the Arts (MCA) with support from RAC and the Kranzberg Arts Foundation, the reception will provide an opportunity for arts advocates to meet with local and state legislators; hear the latest news on the state budget cuts by MCA's Legislative Consultant; learn important funding updates from the Missouri Arts

Council; Review the economic impact of the arts data from the Americans for the Arts AEP V study for St Louis; and enhance participants' advocacy skills.

Following the Advocacy Reception in January, arts advocates are then invited to travel to Jefferson City, MO, the state capital to walk the halls of the capital and meet with legislators while they are in session. Much like Advocacy Day in Washington DC, Citizens' Day is designed to heighten awareness of the value of public funding for the arts by having face-to-face conversations with elected officials. We are anticipating that at least one and possibly two bus-loads of advocates will travel to Jefferson from St Louis alone for the event on February 7. RAC oversees all of the logistics for this event which will include lunch with the legislators.

Finally, our region recently formed an organization called the Creative Cities Alliance, which is a networking organization for arts councils and local arts agencies in the St Louis region. The purpose of the Alliance is to provide an opportunity for representatives from the County's 99 different municipalities that have established arts programs to come together, network and learn best practices. RAC has supported this organization since its inception. This year, RAC intends to work with the CCA to provide technical assistance so that it has an increased advocacy focus and the members learn how to approach their city agencies and make stronger cases for sustained funding for the arts.

Share your top 2017 advocacy success

Because of RAC's enabling legislation that mandates a portion of the region's hotel/motel taxes be allocated to our organization for distribution, RAC does not actively engage in advocacy activities for its own organization. What we do is consistently tell our story so that the legislation that is now more than 30 years old, remains intact.

Please list your top 3 advocacy priorities for 2018

1. Build stronger relationships with local elected officials;
2. Ensure more consistent coverage of stories that promote the public value of the arts with elected officials as a target audience;
3. Enhance constituent/grantee understanding of the value of advocacy as an ongoing priority and provide training to ensure that advocacy efforts are sustained throughout the year.

Share your 2017 advocacy challenge that may or will carry-over into 2018

Arts Advocacy for the St Louis region has long history of complacency. Other than the annual Arts Advocacy Day and Citizen's Day, there is little mention of it throughout the year. Because state funding is so limited here in St Louis, it provides little incentive for people to fight for its existence and that applies to national funding through the NEA as well. Arts organizations devote their time to issues that provide good results, and it is difficult to get people to make advocacy a priority when they don't see the outcome of their efforts. The question becomes how to create a sense of urgency for our constituents, how to educate them on ways to engage in advocacy as an ongoing practice, and how to ensure that there is adequate staff to carry this work forward will carry over into 2018 and years to come.

Organization: Greater Pittsburgh Arts Council
City and State: Pittsburgh, PA
Prepared by: Mitch Swain

The Allegheny Regional Asset District (RAD), approved a \$99.9 million budget for 2018, a \$1.5 million increase over last year. 12% of the RAD distribution goes to the arts in Allegheny County.

The Heinz Endowments, the largest foundation in the region with a dedicated arts program, has increased its funding for creativity projects and programs, while implementing a 10% decrease across the board for general operating support for major institutions. The Hillman Foundation recently awarded funding to GPAC for the Lift Grants, a new program designed to fund artist-led projects that will create or sustain career momentum for the artists and organizations creating the work. Grants between \$5,000 and \$20,000 will be awarded twice a year.

2018 is a year of exciting international programming and dramatic leadership change. Two items to note are the Pittsburgh International Festival of Firsts (Pittsburgh Cultural Trust) and the 57th Carnegie International (Carnegie Museum of Art).

The Festival of Firsts is held in fall 2018, and features international theater, dance, music, performance, visual arts companies and artists premiering works never before seen in the United States.

Founded in 1896, the 57th Carnegie International brings current art from around the world to the Carnegie Museum of Art in Pittsburgh.

Several important institutions are undergoing leadership transitions/searches including the Pittsburgh Public Theatre, City Theatre, Westmoreland Museum of American Art, and the Carnegie Museum of Art. GPAC's Board of Directors has approved a draft of an Equity and Inclusion Policy for itself and expectations for the arts community.

A supporting action plan that outlines a training program of professional development and discussions aimed at board and staff members of arts and culture organizations is currently under development. Also, GPAC is researching the extent to which, and in what ways, the current arts funding system in our region is inequitable in regards to race.

The project will build shared knowledge for many stakeholders to draw on in seeking changes to current arts funding structures and practices.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

1. Supporting the work of artists, free speech, and opportunities that build careers
2. Accessibility, Equity and Inclusion
3. Recognition of the importance of arts and culture in rebuilding our city and region

Share your top 2017 advocacy success

Worked with partners across the state and the PA Legislative Arts and Culture Caucus to restore level funding in the state budget to arts and culture, after it had been zeroed out of the state's general budget.

Please list your top 3 advocacy priorities for 2018

1. Local focus items as outlined in Question #5
2. Statewide initiatives including funding and policy items such as research on benefits of Creative Districts and Legislation to support their creation
3. National efforts - NEA funding, charitable giving/tax concerns, etc

Share your 2017 advocacy challenge that may or will carry-over into 2018

Getting the arts community to do all it can to make Pittsburgh and our organizations, performances, exhibitions, etc to be more welcoming, inclusive, equitable and accessible.

Organization: City of Sacramento Cultural Services
City and State: Sacramento, CA
Prepared by: Jody Ulich

The City of Sacramento is midway through a Cultural Planning initiative called "The Creative Edge". Working with Cultural Planning Group - we have held extensive community driven workshops throughout the year. Much of the focus has been on neighborhoods, equity, individual artists, and the creative economy. The plan is moving into the draft phase now and should be presented to Mayor/Council in April or May.

The Cultural Services Division has also been working closely with the Mayor's office on a pilot program aimed at specific funding for new initiatives in the creative economy sector. The focus of the program is centered on food, tech and art for both non-profit and for-profit entities. The first round of grantees has been awarded and staff will spend the year monitoring and creating an assessment to measure the community and economic impact of the funding. The Public Art program has wrapped up work on the new Arena completing artworks by Jeff Koons, Gale Hart and Bryan Valenzuela. The staff is now working on identifying artists for the Convention Center/Theater Complex which is slated as a \$180million-dollar project generating approx. \$3.6 million for public art.

Funding for grants continues to be a challenge. Additional funds have been allocated on a one-time basis, but permanent restoration of the funds has still not occurred.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Creative Edge - Cultural Plan
Major facility renovations on two theater facilities
Creative Economy grant pilot

Share your top 2017 advocacy success

Secured additional funding for grants (non-permanent)
Worked with Calif for the Arts to retain/increase funding statewide
Secured partnership with Mayor's office on Creative Economy grants.

Please list your top 3 advocacy priorities for 2018

1. Secure funding for grants program
2. Continue and expand funding for Creative Economy initiative
3. Secure funding assistance for partner non-profit CIP (Crocker Museum)

Share your 2017 advocacy challenge that may or will carry-over into 2018

Funding funding funding

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

The Arts Foundation for Tucson and Southern Arizona has recently undergone two major staff changes, and as such, projects have been in a bit of a stasis as everyone on board now gets up to speed. But the items we are focused on, carrying over from past work, are:

- The analysis, summary, and alignment of several arts-related reports that were completed in the last year to complete a cultural plan that will help to drive programming and funding in the next three-to-five years. The reports include those conducted on arts and education, needs of artists in the region, an arts facilities report, and two reports on perception of the arts and arts funding from both key stakeholders and the general public.
- Development of a plan for the maintenance of public art. For the first time since its inception, the organization will be receiving funds from the City to maintain its hundreds of pieces of public art. It is likely that the organization will complete an initial assessment of the complete collection, and will then prioritize repairs and maintenance based on the report findings. The Arts Foundation is also completing several projects in public art now, with an unveiling of two taking place within the next two weeks: Po Shu Wang's work that mirrors the time it takes light to travel to earth - connected to the City's "Downtown Links" transit project, and a project for Mansfield Park, supported by the Neighborhood Association, by Troy Neiman. This piece uses 100% recycled materials and provides a welcome entryway to the Park.
- We are about to launch into advocacy mode, preparing for a day at the state house in Phoenix, organized by Arizona Citizens for the Arts. All staff members will be involved, and will be speaking directly to the need for funding to artist and arts organizations in Southern Arizona.

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Arts+Learning (education)
City Facilities for the Arts
Public Arts Maintenance

Share your top 2017 advocacy success

We were able to access city monies for public art maintenance.

Please list your top 3 advocacy priorities for 2018

1. Arts+Learning
2. City Facilities for the Arts
3. Public Arts Maintenance

Share your 2017 advocacy challenge that may or will carry-over into 2018

City Arts Facilities and short- and long-term funding thereof.

Organization: Cultural Office of the Pikes Peak Region
City and State: Colorado Springs, CO
Prepared by: Andy Vick

2017 was an exceptional year for the Cultural Office of the Pikes Peak Region. First and foremost, we successfully negotiated a significant increase in our annual Lodgers Tax funding from the City of Colorado Springs. This enabled our office to add a new staff member, and to expand programming activities and increase promotional efforts. As a result, we realized great gains in traffic on our PeakRadar.com community calendar website, and across all of the site's related social media platforms. We wrapped-up our Arts & Economic Prosperity study with local data that exceeded all expectations, and we celebrated publically at a release event that featured Randy Cohen from AFTA. Our 4th annual Arts Month initiative benefited greatly from being selected as the "Public Service Project" for the Colorado Springs chapter of the American Advertising Federation. As a result, Arts Month 2017 got completely re-branded and heavily promoted, and was the biggest and most successful to date--reaching more local audiences and having more regional impact than ever before. We launched a new First Friday Shuttle Bus service to successfully "connect" what had been competing Art Walks in Downtown Colorado Springs and Old Colorado City. The First Friday Shuttle Bus service will be expanding to Manitou Springs in 2018. Thanks in part to our robust communications network, a new Artspace project in Downtown Colorado Springs is moving forward, and is now transitioning from the feasibility study phase into the pre-development phase. We've also taken-on the local leadership role for the NEA's new Creative Forces initiative at Fort Carson, and are planning a major Community Summit in mid-February. We recently entered into a partnership with the Pikes Peak Community Foundation to manage a new and innovative community grant-making program, called Peak Arts Prize, that will launch this January. Perhaps most importantly, from an operational sustainability perspective, for the first time in our organization's history, we have a formal 2-year agreement with the City of Colorado Springs for a meaningful level of dedicated Lodgers Tax funding in 2018 and 2019. This agreement confers a new legitimacy and validation to the work of our organization, and places us in the same "funding category" as the Convention & Visitors Bureau, the Chamber of Commerce & EDC, and the Sports Corporation. With this public sector investment secured for the next two years, and with new, exciting and impactful programming launching in the coming months, we're anticipating continued growth and success for the Cultural Office, and for our entire Arts community, in 2018 and beyond!

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Inclusion of "Renowned Culture" as key chapter in the City of Colorado Spring's new Comprehensive Plan.
Increase of the City of Colorado Spring's Lodgers & Automobile Renters Tax (LART).
Increased investment and awareness for the role of the arts as a healing tool for wounded warriors.

Share your top 2017 advocacy success

Secured increased City/LART funding for our organization.
Public announcement of AEP5 study results.
Continued growth and success of Arts Month.

Please list your top 3 advocacy priorities for 2018

1. Increase the City's LART tax rate (2019 ballot initiative)
2. Creative Forces--arts as a healing tool for the military
3. Continue to grow our local Arts Month initiative

Share your 2017 advocacy challenge that may or will carry-over into 2018

Building the right coalition and level of community support to pass a ballot initiative in 2019 that will increase the City's LART tax rate, and re-direct additional financial resources to the local arts sector.

Organization: Cultural Arts Division
City and State: Austin, TX
Prepared by: Meghan Wells

Austin continues to experience rapid growth and associated affordability issues, which pose challenges for the arts community, especially in the areas of affordable housing and creative space. It is the key issue for us to address, and we are tackling it through a variety of means: partnerships with faith-based orgs and schools, a one-time-funded loan program for rent stipends and funds to remedy code violations, revision of the City's incentive policy to broaden its application to projects that would provide public benefit in the form of supporting the arts community, and conversations with developers and property owners. Displacement (in all segmented demographics), disappearing cultural heritage, and lack of philanthropic giving are all proving to be tough nuts to crack.

We continue to train up artists and orgs to increase business know-how, organizational capacity, and access to diverse income/revenue streams in order for them to better succeed as entrepreneurs, recognized cultural practitioners, and competitors in the real estate market. We have a dedicated business coach for individual artists, but no resourced effort to serve nonprofit orgs within the small business realm, so are working to create that pathway. We are also planning to launch an RFQ to fund a pilot project that would allow a philanthropic entity, technical assistance provider, and arts org work together to produce a proof of concept and replicable model with City-funded pre-development assistance for creative capital projects. With the completion of our Cultural Asset Mapping Project, we have produced a final report and body of recommendations that will be released in February 2018 to help advocate for, guide and inform [equitable] City and community arts-led development.

Our first Artist-in-Residence within City government is wrapping up her residency with an exhibition in a downtown storefront space. Lots of lessons learned with an eye on process improvements to launch Phase 2 with two additional departments later in 2018.

With the City in the final stages of formulating a strategic plan for the next 3-5 years (with Culture/Lifelong Learning as well as Economic Opportunity and Affordability as two key areas), a new Land Development Code in the final stages, transition to a new City Manager starting in a few weeks (City of Austin is a strong City Manager form of govt), an Interim Economic Development Director, and 2018 being an election year for Mayor and five out of the eleven City Council members, there are lots of high level factors in flux.

We soldier on!

Name up to three advocacy initiatives you are currently engaged with or leading in your community:

Affordable creative space; City incentives, tools, and loans that support creative activity in new or existing developments; preserving the diverse cultural character of the city

Share your top 2017 advocacy success

Preserved 15% of Hotel Occupancy Tax funding for arts activities that was under threat

Please list your top 3 advocacy priorities for 2018

1. Affordable creative space
2. Equity focus in City policies and community practices
3. Expanding and integrating arts focus into Dept. and City priorities and resources

Share your 2017 advocacy challenge that may or will carry-over into 2018

All of them: Affordable creative space; City incentives, tools, and loans that support creative activity/use in new or existing capital developments; preserving the diverse cultural character of the city