



## Community Innovation Network



JACK, JOSEPH AND MORTON MANDEL  
SCHOOL OF APPLIED SOCIAL SCIENCES  
CASE WESTERN RESERVE  
UNIVERSITY

### Support for Artists Planning Team – About the Process

*Updated: December 11, 2017*

## Contents

Cuyahoga Arts & Culture’s Support for Artists .....	2
About the Support for Artists Planning Team.....	3
Planning Team Members .....	4
Facilitating the Process – Community Innovation Network .....	5
Meet the Facilitation Team.....	6
Process of Engagement.....	10
Artist World Café on September 16, 2017 .....	10
Key Stakeholder Interviews and Focus Group .....	11
Town Hall Forum on November 14, 2017 .....	11
Survey.....	12
Appendix .....	13
Support for Artists Planning Team Fact Sheet .....	13
Community Innovation Network – Proposed Process.....	19
Meeting Summaries.....	21

*This document was developed by Cuyahoga Arts & Culture to describe the process of the Support for Artists Planning Team, and was not authored by the planning team.*

*Find more information on CAC’s website at [cacgrants.org/artists](http://cacgrants.org/artists).*

# Cuyahoga Arts & Culture's Support for Artists

## **Cuyahoga Arts & Culture**

CAC is a regional arts and cultural district and a political subdivision of the state of Ohio. Established by voters in 2006, CAC is the public funder for arts and culture events and, to date, has awarded over 1,400 grants, representing over \$158M in tax dollars, to more than 300 organizations serving County residents. CAC is authorized by the [Ohio Revised Code](#), chapter 3381.

## **CAC's Support for Artists**

Since 2009, CAC has invested \$4,083,850 to provide fellowships to individual artists in Cuyahoga County. This program awarded 172 fellowships or alternate awards to 161 individual artists. This program ended on December 31, 2016, providing an opportunity for the board to revisit, and potentially reimagine, CAC's commitment to supporting artists to ensure that any future investment is aligned with CAC's mission, reflective of what CAC heard in our planning process and responsive to County residents.

As outlined in the Ohio Revised Code, chapter 3381, CAC may only make grants to 501c3 nonprofit organizations. Because individual artists and creative people are an important part of Cuyahoga County's artistic ecosystem, we plan to continue to leverage a partnership with a nonprofit organization to re-grant flexible dollars to individual artists and creative people working and living in Cuyahoga County.

## **Role of CAC Board of Trustees and CAC Staff**

CAC is governed by a [board of trustees](#) comprised of five members who are appointed by the County Executive and subject to confirmation by County Council. All power and authority granted to CAC is vested in and exercised by its board of trustees. [ORC 3381.07](#) outlines the authority granted to the regional arts and cultural district, which includes (but is not limited to) creating bylaws and policies, making grants to qualified organizations, levying taxes and issuing bonds, employing personnel, and receiving gifts, grants, or bequests.

CAC's board meets in public and is subject to Ohio's sunshine laws. Minutes of all prior meetings are available [here](#) for reference. CAC's board does not: evaluate grant applications, evaluate cultural organizations and their readiness for CAC support, determine individual grant award amounts, or direct the work of the staff, except for the CEO & executive director.

CAC staff will work to implement the recommendations of the Support for Artists Planning Team, in line with CAC's stated mission, vision, and values, the CAC board's [initial framework](#), and CAC's budget.

# About the Support for Artists Planning Team

## **What is the Support for Artists Planning Team?**

The planning team is a group of Cuyahoga County residents (artists and community leaders) who volunteered their expertise and time to co-create new approaches to providing support for artists and creative people. When we say “co-create,” we mean that the planning team was a working collaboration among team members, residents, CAC staff, and CAC board members.

## **What was the goal of the planning team?**

In all, the goal was to recommend potential approaches to support artists and creative people in Cuyahoga County to CAC’s board of trustees at its December 11, 2017 regular meeting. In addition, CAC hoped that that the planning team would:

- develop stronger trust, transparency, and shared communication with residents, artists, creatives and the general public;
- connect with, listen to, and empower artists to envision what support should entail; and,
- create inclusive spaces for artists to network and meet other artists and residents

## **What level of authority, power and decision-making did this team have?**

The planning team was empowered and given authority to work collaboratively to:

- lead and create opportunities to connect CAC with residents, artists and creatives throughout the process (i.e. community discussions, town hall artist forms forums, etc.);
- synthesize and summarize the information collected from these connections; and,
- have full decision-making power in developing and recommending potential approaches to support Cuyahoga County artists for consideration by CAC’s Board of Trustees.

The planning team was not a formal advisory committee of CAC’s board, and did not:

- approve recommendations presented to the CAC board;
- serve in a staff capacity or control how board-approved recommendations are implemented.

## **About CAC’s Definition of an Artist**

The majority of the planning team members were working artists. In this case, we defined working artists as those individuals for whom half of his/her total annual income is derived from artistic work. We expected all team members to commit to developing approaches to support artists—broadly defined, and in line with CAC’s authorizing language in the [Ohio Revised Code Section 3381](#).

That definition: “Arts or cultural heritage” includes, but is not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences.” This definition opens the door for more residents to participate in individual artist support programs.

## Planning Team Members

1. **Donald Black Jr.** Artist, Educator, Consultant, Acerbic
2. **Bryan Bowser** Program Director & Assistant Professor, Baldwin Wallace University Arts Management & Entrepreneurship
3. **Gwen Garth** CAC Board Member, Founder & CEO, Kings & Queens of Art
4. **Letitia Lopez** Executive Director, Julia De Burgos Cultural Arts Center
5. **Liz Maugans** Co-Founder, Executive Director, Zygote Press
6. **Vince Robinson** Co-Owner, Musician, Larchmere Arts
7. **Jake Sinatra** Manager - Special Projects & Communications, CAC, Musician
8. **Mr. Soul** Artist, Illustrator, Mr. Soul 216
9. **Marc White** Regenerative Specialist, Fashion Designer, & Purveyor of Lifestyle, Rid-All Green Partnership
10. **Jordan Wong** Graphic Designer, Illustrator, & Artist, Wongface

## Facilitating the Process – Community Innovation Network

Separate from the planning team or CAC, an independent facilitator, Community Innovation Network, was made available to the planning team to help guide discussion and process. The facilitators are not a part of the decision-making team, but were present at all meetings to encourage active participation, help build trust and transparency, and to help guide the process.

### **About Community Innovation Network**

The Community Innovation Network is a cross-sector network of community building experts, nonprofit organizations, researchers, and grassroots community organizers who are leaders in organizing communities toward understanding and social change worldwide. Housed in the Center for Urban Poverty and Community Development at Case Western Reserve University, the Network brings together a cross-section of people who are interested in strengths-based approaches to community organizing and development by strengthening communities through capacity building, sharing tools and resources, drawing together the strength-based and innovative approaches to community change and connecting them to the people and organizations who are working toward social change in their community, and provides a platform for building community capacity through project-specific consulting services

The mission of the Network is to strengthen sustainable community change by uniting community experts from diverse approaches and by amplifying their practices, leadership, and knowledge.

## Meet the Facilitation Team

### **MARK G. CHUPP, MSW, Ph.D.**

Mark is Assistant Professor and Chair of the Community Practice for Social Change concentration at the Jack, Joseph, and Morton Mandel School of Applied Social Sciences of Case Western Reserve University. He also directs the Community Innovation Network, a resource for communities and practitioners committed to strength-based change. Mark's research and practice over the past 30 years has focused on community building, community development, conflict transformation and citizen participation.



Mark began his career in restorative justice, eventually directing the first Victim Offender Reconciliation Program in the US. He also served as a consultant with the National Institute of Justice, helping establish victim offender mediation programs across the US.

Dr. Chupp is an international consultant and trainer in conflict transformation and peacebuilding and has worked in Northern Ireland, Egypt, Israel, Columbia, Nicaragua, Costa Rica, and El Salvador. He lived in Costa Rica and Nicaragua from 1988 to 1991, where he worked extensively throughout Central America. Of note, he accompanied Peace and Reconciliation Commissions during negotiation of the end of the civil war in Nicaragua. He also provided leadership in the establishment of the Culture of Peace Program and a UN Local Zone of Peace in post-war El Salvador.

With a commitment to increasing the voice of marginalized communities, Mark earned his MSW from University of Michigan with a concentration in community organization. He then served as an organizer in a marginalized neighborhood facing intractable internal conflict. He also organized a comprehensive community assessment and founded a nonprofit organization focused on community mediation and violence prevention.

Mark moved to Cleveland in 1997, and while completing his PhD at CWRU, he served as project director at the Center for Neighborhood Development at the Levin College of Urban Affairs at Cleveland State University. Mark designed an appreciative inquiry process for promoting race relations in a Polish American neighborhood that was experiencing a large increase in African American residents. He then collaborated with other practitioners to establish Appreciative Inquiry for Community and Social Change, one of the first systematic efforts to adopt appreciative inquiry for nonprofit and community contexts.

Mark has published numerous theory and practice oriented articles, manuals and book chapters. A manual he co-authored in Spanish on transforming conflict and violence has been used throughout Latin America. Mark is a founding trustee of the National Peace Academy and adjunct faculty at the Summer Peacebuilding Institute of Eastern Mennonite University.

## JERRY PEÑA

Jerry was born in the “Windy City” of Chicago and raised in Cleveland, Ohio. In Ohio, Jerry has been very involved in the community; he was Chair of the Civic Involvement Committee (Hispanic Roundtable), where he had the responsibility of recruiting and training local citizens on the importance of civic involvement. Jerry has also worked with several non-profits, such as the Cleveland Housing Network, El Barrio and The Ohio Organizing Collaborative. At the Cleveland Housing Network he worked to secure housing for those who were in need of shelter and taught financial literacy classes to low-income families. Through this passion in helping those in need, he was offered a position at El Barrio where he worked on Workforce Development, focusing on matching qualified candidates to companies looking for diversity in their organization.



In 2011, Jerry became the Organizing Director of FOCUS in Orlando, FL working on several social justice issues such as immigration justice, structural racism, education and re-entry. In 2015, Jerry became the Executive Director of FAITH in Florida, a faith-based social justice network within the state working on Re-Entry, Immigration Justice and Healthcare issues and structural racism. Jerry attended Baldwin-Wallace University in Ohio, where he majored in Organizational Leadership with a minor in Communications. Jerry participated in an extended studies program while at BW that took him to South Africa, where he got a chance to see how leadership and racial inequities are played out on another continent. Jerry is married to his wife of 18 years Margarita and they have two children together, Noah and Niah Peña.

Here are some of Jerry’s major efforts that encompass structural racism, organizational leadership and training, and creating space for deeper conversations around change:

- 2014 Ballot Initiative in Florida to restore the rights of over 2 million returning citizens, mostly of color in the state.
- Facilitated the PICO Networks Faith & Race training (Florida) in 2015 with over 150 participants to understand the different structures of racism, building inclusive and diverse communities and creating equitable structures
- Fellow at the James Lawson Institute (Focusing on the effectiveness of non-violent civil resistance)
- Graduate of the Rockwood Leadership Institute focusing on the Art of Leadership and creating spaces for organizations to grow.
- Graduate of Movement Mastery in Boston (2013) “The Psychology of Organizing”
- Consultant with the Hispanic Alliance in Cleveland (Developed their Civic Engagement program in 2016)

## **HEATHER LENZ, MA**

Heather Lenz is Assistant Director of the Community Innovation Network (The Network) at the Jack, Joseph and Morton Mandel School of Applied Social Sciences of Case Western Reserve University. Prior to joining The Network, Heather spent 8 years consulting with local, state, and national nonprofit organizations and governments, helping them develop and implement evidence-based strategies to increase their capacity, launch new programs, and amplify long-term impact with both the Center for Nonprofit Policy and Practice at Cleveland State University and a national consulting firm, Advocacy and Communication Solutions.



Heather has facilitated several local and statewide initiatives across governments, nonprofits, public-private partnerships, and cross-community efforts. Locally, she worked with over 35 public, private, nonprofit, and philanthropic organizations, to facilitate the development of PRE4CLE, whose goal is to expand access to high-quality preschool for 12,000+ children in Cleveland. When the City of Columbus launched the Greater Columbus Infant Mortality Task Force Plan, with the goal of reducing infant mortality in the city and racial disparities by 50%, Heather helped the Franklin County Department of Job and Family Services (FCDJFS) lead an effort to increase enrollment of low-income women of childbearing age into Medicaid, by facilitating the development of a care coordination strategy across 8 hospital systems, 2 government agencies, and 4 health center networks.

Under a federal DHS and DOE grant, Heather also facilitated 30+ foundations, schools, private, nonprofit, and government organizations in the developmental screening and treatment system in Arizona to develop and implement a strategy to coordinate statewide data collection and professional development and training to the medical community. She worked with the same agency, First Things First, to facilitate the development of a long-term strategy to grow and sustain the statewide Quality Rating Improvement System.

In addition to her work, Heather Lenz is an active member of the community. She serves on the creative team of PechaKucha Night Cleveland, is the founder and lead facilitator of The Strategy Sessions, and Chairs the board of Soulcraft Woodshop. Heather Lenz received her Bachelor's of Science degree in Human Communication and Sociology from Arizona State University in 2008, and her Masters of Arts degree in Human-Environmental Studies with an emphasis on Nonprofit Administration and Leadership from Maxine Goodman Levin College of Urban Affairs at Cleveland State University in 2012.

## **ERICA MERRITT, MA**

Erica Merritt is founder of Equius Group, LLC a consulting firm committed to supporting individuals and organizations to see and experience the world and their work through an equity lens. She uses her expertise in social justice, team dynamics, individual change and the power of inclusion to help leaders transform themselves, their teams and organizations in powerful and sustainable ways.



Erica has been training, speaking and facilitating around issues of social justice for more than 15 years. She has designed programs and facilitated workshops focused on race and racism, oppression and social change, heterosexism and homophobia just to name a few.

Erica holds a Bachelor of the Arts Degree in Public Relations from Ursuline College and a Master of the Arts Degree in Psychology with a certification in Diversity Management (NTL) from Cleveland State University. She also holds coaching certifications from the Gestalt Institute of Cleveland and the Center for Credentialing Education.

As an engaged community member, Erica serves on the Institute for Creative Leadership's Advisory Board, Ursuline College's Graduate and Professional Program Advisory Council, and as Director Diversity & Equity for the Junior League of Cleveland.

*Erica Merritt facilitated the Support for Artists Planning Team's one-day racial equity workshop.*

## Process of Engagement

Guided by the Community Innovation Network, the Support for Artists Planning Team developed a comprehensive process of engagement to gather stakeholder feedback throughout the process.

This included:

- Surveys
- Artist World Café (community gathering) on September 16
- Stakeholder Interviews
- Town Hall Forum on November 14

In all, hundreds of Cuyahoga County artists and residents, from varying backgrounds, disciplines, and races were engaged and provided integral feedback to the process. More than one thousand contacts received regular updates from CAC about the work, informing them on key opportunities to engage with CAC and provide feedback.

## Artist World Café on September 16, 2017

Fifty-five artists from more than twelve disciplines joined SfAPT for a 2-hour world café held on September 16, 2017 at the Rainey Institute. A World Café is a structured conversational process for sharing knowledge in which groups of people discuss a topic at several tables, with individuals switching tables periodically and getting introduced to the previous discussion at their new table by a table host. A café ambience is created in order to facilitate conversation.

Attendees participated in table-conversations about the needs and vision for the future of individual artists in Cuyahoga County. Specifically, they discussed needs related to funding, networking, space, time, education, and art market opportunities. Participants also discussed how to build a more equitable support model for artists across race, ethnic national origin, age, gender, sexual orientation, income level, and other demographics. Attendees included:

- Roshi Ahmadian
- Dawn Arrington
- Chris Auerbach-Brown
- Rahim Basit
- Sabrina Bennett
- Stephen Calhoun
- Amy Callahan
- Zachary Collins
- Rose Cox
- Rozenia Cunningham
- Leslye Discont arian
- Patricia Fallon
- Aldonte Flonnoy
- Jasmine Golphin
- Tanya Gonzalez
- Gabriel Gonzalez
- Dale Goode
- Sarah Gyorki
- Faye Hargate
- Naijal Hawkins
- Cassandra Hickey
- Chester Hopkins-Bey
- Lauralee Hutson
- Thomas Hyerck
- Peter Jones
- Stephanie Kluk
- Megan Kuhar
- Nick Kuhar
- Bharat Kumar
- Caitlin Lewins
- Rickey Lewis
- Abdullah Madera
- Charles Maledmed
- Lori Mathews
- Oluremi Oliver
- Jeremy Pauul
- Darice Polo
- Christine Ries
- Gilberto Rivera
- Robin Robinson
- Kole Robinson Brooks
- John Sargent III
- Nicole Schneider

- Tony Sias
- Kate Snow
- Mindy Tousley
- Augustus Turner
- Achala Wali
- Daisha Wanzo
- Gina Washington
- Arlene Watson
- Royden Watson
- Gary Williams
- Lolita Wilson
- Mark Yasenchack

## Stakeholder Interviews and Focus Groups

As part of the SfAPT's process in making sure that they listen to and adhere to artist in Cuyahoga County before they make any recommendations to the CAC board in December, the planning team set-up phone interviews and a focus group with some key individuals that represent multiple disciplines and community perspectives. The following stakeholders participated in either a 1-hour interview in person or via phone, or a 2-hour focus group in person:

- Peter Lawson Jones
- Raymond Bobgan
- Megan Van Voorhis / Tom Schorgl
- Cavana Faithwalker
- Linda Warren
- Wayne Mortensen
- Jennifer Coleman
- Michael Gill
- Margaret Wong
- Eris Eady
- Hector Castellanos
- Debra Nagy

## Town Hall Forum on November 14, 2017

SfAPT shared the first draft of their recommendations with the public at a town-hall style forum on November 14, 2017 at Jerry Sue Thornton Conference Center. Participants provided feedback on each of the recommendations.

More than 75 area artists and residents attended to hear the recommendations, provide feedback and ask specific questions about the process and approaches. More than 75% of attendees completed a comprehensive survey, which gathered additional qualitative and quantitative feedback on the recommendations. The town hall forum was also broadcast live on Facebook, with hundreds more viewing the live stream and commenting on the conversation. Attendees included:

- Elle Adams
- Kamal Abdul-Alim
- Philicia Allen
- Lawrence Baker
- Cindy Barber
- Malissa Bodmann
- Morgan Bulger
- Janet Century
- Hadley K Conner
- Yvonne M. Conwell
- Rose Cox
- Michele Crawford
- Cindy David
- Alicia Dexter
- Eileen Dorsey
- Laura H. Drapac
- Edna Duffy
- Jill Dyer
- Amber Ford
- Ed Gallagher
- Kaela Geschke
- Michael Gill
- Charles Gilm
- Gabriel Gonzalez
- Archie Green
- Greg Groves
- Jeff Hagan
- Jaci Hammer
- Michael Harms
- Melinda Harp
- Timothy Herron
- Neal Hodges

- Chester Hopkins-Bey
- Hilton Hurray
- Stephanie Kluk
- Anne Kmieck
- Ron Knerem
- Peter Lawson Jones
- Nicole Ledinek
- Joe Linsky
- Meg Matko
- Dawn Mayes
- Ali McClain
- Rita Montlack
- Osman Muhammead
- Rachel Oscar
- Renee Wren Patton
- Cynthia Penter
- Johnny Perkins
- Kevin Philmon
- Darice Polo
- Angelica Pozo
- Eric Rippert
- Gilberto Rivera
- Robin Robinson
- Walter Rogers
- Jay Ross
- Pablo Santiago
- Ron Shelton
- Santanna Stokes
- John Taylor
- Mary K. Thomas
- Jan Thrope
- Kevin Thrope
- Sherrie Tolliver
- Monica Torres
- Gus Turner
- Tony Vento
- Laila Voss
- Gary Williams
- Jimmie Woody
- Jan Zarman

## Survey

During the Town Hall Forum, participants were asked to complete a survey about SfAPTs proposed recommendations. After the Town Hall Forum, the survey was distributed online between November 17 and November 26. Overall, 70 individuals responded to the survey. The survey results showed overwhelming support for SfAPT's recommendations and were used to inform the final approach.

# Appendix

## Support for Artists Planning Team Fact Sheet

The Support for Artists Planning Team Fact Sheet was developed by Cuyahoga Arts & Culture prior to the formation of the team, to describe the goals of the team and provide context to team members.

Updated 5/4/17

**Cuyahoga Arts & Culture (CAC) is committed to funding and supporting artists in Cuyahoga County.** In 2017, CAC is inviting local artists and community leaders to recommend new potential ways that CAC can provide funding and support to artists and creative people in Cuyahoga County.

### **What is the Support for Artists Planning Team?**

The planning team is a group of Cuyahoga County residents (artists\* and community leaders) who are volunteering their expertise and time to co-create new approaches to providing support for artists and creative people. When we say “co-create,” we mean that the planning team will be a working collaboration among team members, residents, CAC staff, and CAC board members. This collaboration will bring community voices to the table and will guide discussion, planning, interpretation of information, and ultimately result in recommendations to CAC’s board.

### **Quick Facts**

- Purpose:** To recommend new potential approaches to support artists to CAC’s board
- Timeframe:** May 2017 – September 2017, approximately six meetings
- Who:** 11-13 Cuyahoga County residents, a majority of artists, plus community leaders, one CAC staff member, and one CAC board member
- Leadership:** Shared leadership, each team member has equal decision-making power/voice
- Facilitation:** A facilitator, separate from the planning team and CAC staff and board, will help guide discussion and process
- Payment:** Planning team members will receive an honorarium for their time/expertise

Cuyahoga Arts & Culture depends on experts from in and outside Cuyahoga County to help us do our work. Much like our annual grant panels, which bring experts to the table to make informed recommendations to CAC’s board of trustees, the planning team will be composed by CAC staff.

### **How to Get Involved**

There is a role for anyone who wants to get involved in this work. To learn more, please contact Jake Sinatra, manager – special projects & communications at [jsinatra@cacgrants.org](mailto:jsinatra@cacgrants.org) or 216-515-8303 x103. To receive periodic updates and information about opportunities to support this work, please sign up for our e-mails at [cacgrants.org](http://cacgrants.org).

## Support for Artists Planning Team – The Details

### What is the goal of the planning team?

In all, the goal is to recommend potential approaches to support artists and creative people in Cuyahoga County to CAC's board of trustees at its September 11, 2017 regular meeting. In addition, CAC hopes that that the planning team will:

- develop stronger trust, transparency, and shared communication with residents, artists, creatives and the general public;
- connect with, listen to, and empower artists to envision what support should entail; and,
- create inclusive spaces for artists to network and meet other artists and residents

### What level of authority, power and decision-making will this team have?

The planning team is empowered and given authority to work collaboratively to:

- lead and create opportunities to connect CAC with residents, artists and creatives throughout the process (i.e. community discussions, town hall artist forms forums, etc.);
- synthesize and summarize the information collected from these connections; and,
- have full decision-making power in developing and recommending potential approaches to support Cuyahoga County artists for consideration by CAC's board of trustees

The planning team is not a formal advisory committee of CAC's board, and will not:

- approve recommendations presented to the CAC board;
- serve in a staff capacity or control how board-approved recommendations are implemented

### What values will guide this work?

- **collaboration:** the team will work together and co-create
- **equity:** each voice on the team is valuable and decision-making power is shared
- **connection:** team members bring ideas and voices from the community to the table
- **discovery:** the team will approach the work with open minds
- **trust:** the team's work will be shared openly and transparently with the community
- **stewardship:** CAC invests public tax dollars on behalf of Cuyahoga County residents

## Support for Artists Planning Team – The Team Member Role

### What are the desired qualities of planning team members?

- a formal or informal leader connected to a strong network of residents and artists
- demonstrated interest in community engagement and connecting with residents
- open mind and collaborative spirit, ability to work on teams
- eagerness to learn and listen
- belief in and commitment to CAC's mission and broad definition of artists
- willingness to serve in the interest of the public (Cuyahoga County residents)

#### About CAC's Definition of an Artist

The majority of the planning team members will be working artists. In this case, we define working artists as those individuals for whom half of his/her total annual income is derived from artistic work. We expect all team members to commit to developing approaches to support artists—broadly defined, and in line with CAC's authorizing language in the [Ohio Revised Code Section 3381](#). That definition: "Arts or cultural heritage" includes, but is not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences." This definition opens the door for more residents to participate in individual artist support programs.

### What is expected of team members?

All planning team members should be prepared to bring their expertise and:

- **show up:** miss no more than one of the approximately six scheduled meetings, and commit to participate actively; complete work outside of scheduled meetings as needed
- **connect with others:** actively seek out opinions from residents and artists to inform the work, understand who Cuyahoga County artists are and what they need
- **collaborate:** work productively with other committee members
- **embrace equity:** seek to understand the backgrounds, perspectives and lived experiences of Cuyahoga County residents and artists based on differences in age, color, ethnicity, ancestry, sex, family or marital status, gender identity or expression, language, national origin, physical and mental disability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, citizenship status, artistic discipline, and other characteristics that make people unique.
- **drive to solutions:** at the end of the process, the planning team will recommend potential approaches for providing public support to artists and creative people who actively engage and impact the community through their work

**Note:** planning team members (with the exception of CAC staff or trustees) *will* be eligible to submit a proposal, receive funding from, or be involved in any other capacity with board-approved recommendations resulting from the work of the Support for Artists Planning Team.

## Support for Artists Planning Team – Appendix A

### About Cuyahoga Arts & Culture

CAC is a regional arts and cultural district and a political subdivision of the state of Ohio. Established by voters in 2006, CAC is the public funder for arts and culture events and, to date, has awarded over 1,400 grants, representing over \$158M in tax dollars, to more than 300 organizations serving County residents. CAC is authorized by the [Ohio Revised Code](#), chapter 3381.

### About CAC's Support for Artists

Since 2009, CAC has invested \$4,083,850 to provide fellowships to individual artists in Cuyahoga County. This program awarded 172 fellowships or alternate awards to 161 individual artists. This program ended on December 31, 2016, providing an opportunity for the board to revisit, and potentially reimagine, CAC's commitment to supporting artists to ensure that any future investment is aligned with CAC's mission, reflective of what CAC heard in our planning process and responsive to County residents.

As outlined in the Ohio Revised Code, chapter 3381, CAC may only make grants to 501c3 nonprofit organizations. Because individual artists and creative people are an important part of Cuyahoga County's artistic ecosystem, we plan to continue to leverage a partnership with a nonprofit organization to re-grant flexible dollars to individual artists and creative people working and living in Cuyahoga County.

### Role of CAC Board of Trustees and CAC Staff

CAC is governed by a [board of trustees](#) comprised of five members who are appointed by the County Executive and subject to confirmation by County Council. All power and authority granted to CAC is vested in and exercised by its board of trustees. [ORC 3381.07](#) outlines the authority granted to the regional arts and cultural district, which includes (but is not limited to) creating bylaws and policies, making grants to qualified organizations, levying taxes and issuing bonds, employing personnel, and receiving gifts, grants, or bequests.

CAC's board meets in public and is subject to Ohio's sunshine laws. Minutes of all prior meetings are available [here](#) for reference. CAC's board does not: evaluate grant applications, evaluate cultural organizations and their readiness for CAC support, determine individual grant award amounts, or direct the work of the staff, except for the CEO & executive director.

CAC staff will work to implement the recommendations of the Support for Artists Planning Team, in line with CAC's stated mission, vision, and values, the CAC board's [initial framework](#), and CAC's budget.

One CAC trustee and one CAC staff member will participate in the planning team.

## Support for Artists Planning Team – Appendix B

### Framework for Support for Artists

In December 2016, CAC's Board affirmed key elements that future support for artists will include, in addition to CAC's stated mission, vision, and values, and budget. Key elements of our future support for artists will include:

1. Providing **flexible funds** that enable artists to create, just as we've done since 2009. We aren't interested in forcing artists into project grants.
2. Using a **broad definition of "artist"** that is in line with CAC's authorizing language in the [Ohio Revised Code Section 3381](#), which aligns with our primary grant programs, operating support and project support. That definition is: "Arts or cultural heritage" includes, but is not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences. This definition opens the door for more residents to participate in individual artist support programs.
3. **Striving for equity** by supporting those who are often underrepresented and/or marginalized, and intentionally seeking out and supporting artists of color and emerging artists. This element comes directly from feedback from the community and is not meant to exclude one group at the expense of including others. All will be welcome.
4. Supporting **excellent art that actively engages and impacts the community**. At CAC, we believe that art can be both excellent and in service of the community. Because we're using public dollars, it's imperative that there is community impact in all of our grantmaking.
5. Offering a **supportive cohort model** where artists have the opportunity to learn from each other and collaborate. As we've heard from local partners and from many artists, people want to grow their networks and share their work. We want to support this.
6. Offering **learning opportunities** and tools that support artists in the difficult, but important work of using their art to impact their community. Many artists do this, but for those who want to learn more, we want to offer support and tools. As a past fellow told us, "Many artists have something they want to say, they just want help amplifying their voice."

Building on these initial frameworks, the planning team has the authority to co-create recommendations for ways to fund artists and creative people in Cuyahoga County.

## Support for Artists Planning Team – Appendix C

### Resources Available to Support for Artists Planning Team

CAC staff will make a number of resources available to the Support for Artists Planning Team, to enhance their work and to enable them to be successful. These include:

- **Project Manager:** A part-time CAC staff member who can support the administrative and logistical needs of the planning team, including meeting scheduling and logistics, communications support, and other needs, as determined by the planning team.
- **Facilitator:** Separate from the planning team or CAC, an independent facilitator will be made available to the planning team to help guide discussion and process. The facilitator will not be a part of the decision-making team, but will be present at all meetings to encourage active participation, help build trust and transparency, and to help guide the process.
- **Data:** CAC will provide access to any historical data or information about past work to support and fund artists in Cuyahoga County. In addition, CAC will provide the results of two studies, that may support the work of the planning team:
  - Community Survey: A statistically significant survey of 600 likely voters in Cuyahoga County, describing awareness and participation in arts and cultural activities in the community, as well as community perceptions around CAC's support.
  - National Support for Artists Scan: Research by the Americans for the Arts Research Services Team that assesses local public funding for artists. The research provides a scan of the mechanisms that local arts agencies employ to support artists in communities across the nation.
- **Connection to Local and National Experts:** CAC will facilitate connections and schedule informational interviews with leaders of arts agencies, foundations, public funders and other organizations working to provide support to artists in communities across the nation.
- **Budget:** CAC will allocate the appropriate financial resources to support the work of the planning team, in line with its spending policies, mission, and role as a public funder.

# Community Innovation Network – Proposed Process

Proposal to Cuyahoga Arts and Culture: A Process for the Support for Artists Planning Team

## Introduction to the Project Team

The mission of the Community Innovation Network at Case Western Reserve University is to strengthen sustainable community change by uniting community experts from diverse approaches and by amplifying their practices, leadership, and knowledge. We are delighted to submit this proposal to Cuyahoga Arts and Culture. The team includes:

- Dr. Mark Chupp, Co-facilitator, Conflict Transformation and Facilitation Specialist
- Jerry Pena, Co-facilitator, Community Engagement, Equity, and Facilitation Specialist
- Heather Lenz, Project Manager, Community Engagement in Public Resource Allocation Specialist
- Erica Merritt, Race, Equity, and Inclusion Specialist



## Guiding Principles

1. Successful decisions and outcomes are best ensured by recognizing the whole system and by seeing the present situation in context that developed over time.
2. Building trust is essential to crafting strong agreements and sustaining healthy relations.
3. Differences are an asset to human systems and when valued in a dynamic process, they can produce enlightened decisions that reflect the collective wisdom of all stakeholders.
4. Providing training in frameworks and skills for constructively addressing differences and for creative problem solving takes time but lead to a more efficient process over time.



Proposal to Cuyahoga Arts and Culture: A Process for the Support for Artists Planning Team

**Goals**

1. Establish a representative Planning Team that will serve in guiding the process and making recommendations to the CAC Board.
2. Provide necessary training to CAC staff (and board) and the Planning Team to ensure a common understanding of the guiding values, frameworks for promoting equity and conflict resolution and to build trusting relationships for the work ahead.
3. Arrive at a proposed process for redefining how CAC provides funding to local artists that includes clear procedures and criteria.
4. Design a process to guide the successful implementation of the agreed upon changes and ensure two-way communication with the community.

**Process**

Preparation & Organization	Assessment	Design & Decision-making	Implementation	Listening & Evaluation
<ul style="list-style-type: none"> <li>• Planning Team Formation</li> <li>• Meeting Materials</li> <li>• Identify Parameters</li> <li>• Teambuilding &amp; Training</li> <li>• Shared Understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• Historical Review</li> <li>• National Review</li> <li>• Focused Listening</li> <li>• Community Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Values &amp; Principles</li> <li>• Shared Language</li> <li>• Decision-Making Criteria</li> <li>• Communications Protocol</li> <li>• Recommendation Development</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Strategy</li> <li>• Feedback Mechanisms</li> <li>• Acknowledgement &amp; Problem Solving</li> <li>• Pilot</li> <li>• Self-Awareness &amp; Reflection</li> </ul>	<ul style="list-style-type: none"> <li>• Community Feedback</li> <li>• Design, administer and analyze survey to applicants</li> <li>• Final Reporting</li> </ul>

**Timeline**

June	July - September	October - December	2018
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## Meeting Summaries

After each meeting of the Support for Artists Planning Team, a meeting summary was developed and posted to CAC's website. You can view additional information at [cacgrants.org/artists](http://cacgrants.org/artists).

### **June 28-29 and July 20, 2017**

The Support for Artists Planning Team (SFAPT) has been hard at work during the summer months, holding a kickoff retreat on June 28-29 and its first working meeting on July 20. The group ([see the full list of participants](#)) began with a full day racial equity training, led by Erica Merritt (who served as a facilitator for CAC's [Cuyahoga Voices & Vision](#) focus groups last summer), and continues to meet every other week to fulfill its charge to recommend new approaches to support individual artists.

### **August 3, 2017**

On Thursday, August 3rd the Support for Artists Planning Team met at the Idea Center (1375 Euclid Avenue) for their second working session. During their time together, the team worked in small groups to discuss the diverse needs of all of Cuyahoga County's artists, the vision of future support for individual artists in Cuyahoga County, and a timeline for completing their work. Planning Team members discussed ensuring the timeline included enough time for community engagement and the exploration of national models and best practices for public support to individual artists before developing their recommended approaches for supporting artists. The Planning Team is still working on defining the needs of artists in Cuyahoga County and a vision to support those needs, and are working toward finalizing recommendations.

### **August 17, 2017**

On Thursday, August 17th the Support for Artists Planning Team met at Trinity Commons for their third working session. During their time together, the team worked in small groups to discuss how to engage different stakeholder groups in this process, what principles and equity primes are important to guide decision-making, and how the definitions of public benefit and art should impact CAC's support to individual artists. Planning team members will continue to work to solidify a vision statement, a needs statement, and a timeline to guide their work.

### **August 21, 2017**

On Monday, August 21st the Support for Artists Planning Team met at Idea Center for their fourth working session. During their time together, the team worked in small groups to develop a stakeholder engagement plan, finalize a draft of equity primes that will guide this group's decision-making, and discuss how the concept of public benefit and art should impact CAC's support to individual artists. Planning team members will continue to work to solidify a vision statement, a needs statement, review national models, and finalize a stakeholder engagement plan during their next meeting on Monday August 28th.

### **August 28, 2017**

On Monday August 28th the Support for Artists Planning Team met at Case Western for a four-hour working session to plan their community engagement strategy. After holding a mini-World Cafe, the group developed their plans for engaging 75-100 artists in an [upcoming World Cafe](#). This will be an opportunity for the community to learn about the Planning Team's work and provide input as they develop a set of recommendations for the new approach to funding local artists. The Planning Team also prepared for its presentation to the CAC Board, which will be on September 11. Finally, the group reviewed a framework for assessing different national models for funding individual artists. The next working session will be Monday September 11.

### **September 11, 2017**

On Monday September 11th the Support for Artists Planning Team met at SPACES for a three-hour working session to continue planning their community engagement efforts. They spent their time preparing for the September 11th update to CAC's board and the September 16 World Cafe for individual artists. The world cafe will be an opportunity for the community to learn about the Planning Team's work and provide input as they develop a set of recommendations for the new approach to funding local artists. Finally, the group agreed on a method to review several national models for funding to individual artists before the next working session, which will be held on Monday September 25.

### **September 25, 2017**

On Monday September 25th, the Support for Artists Planning Team met at Karamu House for a two-hour working session to continue developing their recommendations. They spent their time reviewing and discussing the results of the Artists World Cafe, discussing practices from national models of support to individual artists, discussing ways to address issues of inequity in their recommendations, and developed a list of issues and solutions they want to address in their recommendations. Finally, the group agreed to send their ideas of an ideal model to support individual artists before the next working session, which will be held on Tuesday October 10.

### **October 10, 2017**

On Tuesday October 10th, the Support for Artists Planning Team met at Zygote Press for a two-hour working session to continue developing their recommendations. They spent their time planning for the Town Hall Meeting, and discussing how funding to individual artists should be broken down to ensure that historically excluded communities had increased opportunities for funding, having stake, and sharing power in funding. The next working session will be held on Thursday October 19.

### **October 19, 2017**

On Thursday October 19th the Support for Artists Planning Team met at Julia de Burgos for a four-hour working session to continue developing their recommendations. They spent their time

planning for the Town Hall Meeting, and discussing how funding to individual artists could support artist's needs, including monetary and non-monetary support, space, mentorship and apprenticeships, and professional development. The next working session will be held on Wednesday November 8.

### **November 8, 2017**

On Wednesday, November 8<sup>th</sup> the Support for Artists Planning Team met at Case Western for a four-hour working session to plan for the upcoming Support for Artists town hall forum on November 14. They spent the working session finalizing the draft recommendations document and developing a presentation plan to successfully share information about the recommendations and to engage forum attendees in the conversation and gather their ideas and feedback. The team also discussed action steps to finalize the invitation strategy for the upcoming form. The team's next meeting and working session is November 15, the day after the town hall forum.

### **November 15, 2017**

On Wednesday, November 15<sup>th</sup>, the Support for Artists Planning Team met at Case Western for a three-hour debrief session to hear a presentation of the survey results from the town hall forum, hold a group discussion on the feedback, and determine next steps. The team discussed adaptations to the recommendations that would be required as a result of what they learned during the town hall forum, and priorities for the final upcoming meetings in advance of the team's presentation to the CAC Board of Trustees on December 11. The team scheduled an additional four-hour meeting on November 27.

### **November 27, 2017**

On Monday, November 27<sup>th</sup>, the Support for Artists Planning Team met at Case Western for a four-hour discussion of final changes and updates to the recommendations. The team also discussed a proposed allocation of the budget for individual artists across the elements of the recommended approaches. The team's final meeting is November 30.

### **November 30, 2017**

On Thursday, November 30<sup>th</sup> the Support for Artists Planning Team met at Larchmere Arts for a two-hour final meeting to finalize the recommendations, discuss next steps, and develop a presentation plan for the CAC Board of Trustees meeting on December 11.