



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Cuyahoga County Public Library South Euclid Lyndhurst Branch
1876 S Green Rd, South Euclid, OH 44121
Wednesday, February 9, 2022 - 5:00 pm

- 1. Call to order, approval of minutes**
 - a. Call to order
 - b. Call the roll
 - c. Motion to approve November 10, 2021 minutes
 - d. Motion to approve December 15, 2021 minutes
- 2. Public Comment on Today's Agenda**
- 3. Executive Director Report**
- 4. Connect with Culture – Cleveland Classical Guitar Society**
- 5. Reports – Grantmaking**
 - a. CAC Grantmaking Overview refresher presentation, including early-stage preview of 2023 Project Support and 2023 Cultural Heritage programs
- 6. Action Items and Reports – Finance and General Business**
 - a. **Finance Report**
 - b. **Action:** Approval of Contracts
- 7. Other Business – Assembly for the Arts update**
- 8. Public Comment**
- 9. Adjourn**

Next Meeting: Annual Meeting - Wednesday, April 13, 2022 at 4:00 pm



Minutes of the Regular Meeting of the Board of Trustees
Wednesday, November 10, 2021

A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:18 p.m. at Parma Snow Branch Public Library 2121 Snow Rd, Parma, OH

The roll call showed that Trustees McGowan, Mendez, Scott Taylor, and Sherman were present. It was determined that there was a quorum.

Also, in attendance were CAC staff: Jill Paulsen, executive director; Meg Harris; Heather Johnson-Banks; Julia Murphy, Johnnia Stigall and Jake Sinatra.

1. APPROVAL OF MINUTES

Motion by Trustee Scott Taylor, seconded by Trustee Mendez, to approve the minutes from the September 21, 2021 meeting. Discussion: Trustee Sherman indicated that she had reviewed and provided updates to the minutes. Trustee McGowan said she too has some additional revisions which she had provided to staff. Motion to approve minutes as amended by Trustees Sherman and McGowan. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no comments on the meeting agenda items.

3. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found [here](#).

Trustee Sherman thanked Luis Gomez for his service and work. Ms. Paulsen welcomed Johnnia Stigall, the newest member of the CAC team. Ms. Paulsen congratulated staff member Jake Sinatra on the arrival of a new baby.

4. CONNECT WITH CULTURE

Ms. Johnson-Banks welcomed Tizziana Baldenebro, Executive Director of SPACES who shared the work of SPACES including the CAC funded Urgent Art Fund. You can learn more about the Urgent Art Fund [here](#).

Ms. Baldenebro shared an overview of the 2021 Urgent Art Fund Grant program which CAC funds through its Support for Artists grant program.

Trustee Sherman asked how SPACES was doing during the COVID-19 pandemic. Ms. Baldenebro responded that the pandemic has allowed for stronger connections with artists. It has also allowed a change in staff leading to a current staff of seven. The current staff identify as either women or non-binary and six as BIPOC.

5. BOARD ACTION

Ms. Johnson-Banks provided an overview of the 2022 grant application and panel review process, including the recommendations for 2022 grantmaking totaling \$11,613,452 for 249 organizations based in Cuyahoga County. Ms. Johnson-Banks offered her congratulations and appreciation to 2022 applicants' thoughtful and hard work.

Ms. Murphy provided further context to the Board, as detailed in the 2022 Grant memo, which includes the process for the three core 2022 grant programs: Cultural Heritage, Project Support, and General Operating Support. Ms. Murphy said that following approval of the 2022 guidelines by CAC's Board in April, CAC staff oversaw the eligibility check, application, and panel process, and ongoing technical assistance, as outlined in the memo. CAC staff was excited to recommend to the Board 249 organizations for grant funding, including 169 Project Support grants totaling just under \$1.2 million, 69 General Operating Support grants totaling \$10.2 million, and 11 Cultural Heritage grants totaling \$215,014. Trustee Scott Taylor said the memo was very clear in outlining the process for the 2022 grant cycle and she appreciated the additional context for this meeting.

Trustee Sherman said that she has several questions she'd like to have addressed. She asked for details related to the 13 grantees that declined their 2021 grants which totaled \$225,000. She asked if that freed up additional funds for 2022 grant making or will it mean CAC draws less from the reserve. Ms. Johnson-Banks said these organizations declined their grants due to the ongoing impact of COVID-19 on organizations. She added that declining a 2021 grant did not impact any of the organizations from being eligible to apply for a 2022 grant and that it meant those funds would not be pulled from the reserve.

Trustee Sherman confirmed that during the 2020 November meeting the Board approved moving 69 grants (and associated projects) to be carried out in 2021 (rather than 2020), Ms. Johnson-Banks said that was correct. Trustee Sherman said she was trying to look back at the level of funding over recent years for the Project Support program to determine how it had changed. Ms. Johnson-Banks said that funding has been relatively flat when you take into consideration the nearly \$500,000 of project grants which were originally approved for 2020 but reapproved for the 2021 budget due to the pandemic. Trustee Sherman asked where the funds for the Cultural Heritage grants were coming from. Ms. Johnson-Banks said that all funds come from CAC's general fund. The organizations receiving Cultural Heritage grantees are all prior Project Support grantees. This was considered and planned for when creating and budgeting for the program; there was no impact to grants to Project Support applicants.

Trustee Sherman noted that fewer BIPOC groups were being recommended for funding through 2022 Project Support. Ms. Murphy noted that 10 BIPOC organizations, previously Project Support grant recipients, applied for funding through the Cultural Heritage grant program. Ms. Johnson-Banks noted that grants funds to BIPOC-led and -serving organizations is projected to increase by 18% in 2022.

Trustee Sherman said that the amount being allocated to Project Support was \$400,000 less than in previous years. Trustee Sherman stated that in 2019 there were 5 PS I applicants not recommended, and 2 PS II applicants not recommended, and in 2020 there were 2 PS I applicants not recommended, and 3 PS II applicants not recommended, but in 2021 there were a total of 25 applicants not recommended for funding. Ms. Johnson-Banks confirmed that this is correct that 25 groups were not recommended for funding by panel. Trustee Sherman asked if the three panelists were reviewing all the applications. Ms. Johnson-Banks

shared that there are four sub-panels for both written and interactive and each application has three panelist reviewers. Ms. Johnson-Banks said that this panel model is consistent with those of previous years. Trustee Sherman stated that in previous years during Project Support I two-day panels, all 15 panelists reviewed all the applications. Ms. Johnson-Banks responded that in previous years no panelist reviewed all applications. A similar model to our current process, where each panelist reviewed a set number of applications, was used again this year. Trustee Mendez shared that this is a similar process of United Way that there are sub panels and panelists only review a subset of applications.

Trustee McGowan asked how many of the applicants who were not recommended for funding by panel had not participated in technical assistance opportunities. Trustee Scott Taylor asked for an analysis of the participation of applicants in technical assistance opportunities. Ms. Johnson-Banks said staff could gather that information to share with the Board.

Trustee Sherman went through previous scores for organizations that were not recommended for funding and found that they had received higher scores previously. Ms. Johnson-Banks reminded the Board that each application stands alone, and scores are based on the 2021 applications. Trustee Scott Taylor asked if the application questions have changed over the years. Trustee Mendez asked if there were changes in the funding criteria. Ms. Johnson-Banks said that there are updates to application questions each year to better delineate the scoring criteria and that CAC offers training, technical assistance, and office hours for all interested applicants.

Trustee Sherman asked what the CAC staff will do to support the unsuccessful applicants through the process in the future. Ms. Johnson-Banks said that CAC staff will support all applicants, as it has done in previous years. Trustee Sherman asked if the amounts were based on applicant scores. Ms. Johnson-Banks shared that the recommendation for more than \$5,000 was a percentage of their request amount. That grants of \$5,000 or less were modeled after previous years.

Trustee Scott-Taylor asked Trustee Sherman if the details CAC staff shared were sufficient for answering questions around the scoring. Trustee McGowan requested a high-level update in the future on the impact of technical assistance on funding success rates. Trustee Scott Taylor asked if the 2022 RFP was different than the 2021 RFP. Trustee Mendez stated that the board should look at top line results, not specific applications, to inform future cycles. Staff stated that it will include these headlines in the next board packet, in addition to what is outlined in the memos in the November packet.

Approval of Project Support 2022 Scores and Grants

Ms. Murphy presented the Board with the slate of panel-approved 2022 Project Support grantees and highlighted 169 applications recommended for funding.

The following actions were taken:

Motion by Trustee Mendez, seconded by Trustee Scott-Taylor, to approve the 2022 Project Support scores:

Organization	Score
University Hospitals (UH)	82

Discussion: None. Vote – Ayes: Mendez, Sherman, Scott Taylor. Nays: None. Abstain: McGowan. The motion carried.

Motion by Trustee Mendez, seconded by Trustee Scott-Taylor, to approve the 2022 Project Support grants:

Organization	Score	Grant Amount
University Hospitals (UH)	82	\$16,400

Discussion: None. Vote – Ayes: Mendez, Sherman, Scott Taylor. Nays: None. Abstain: McGowan. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2022 Project Support scores:

Organization	Score
BorderLight	75
FRONT International	87.67

Discussion: None. Vote – Ayes: McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2022 Project Support grants:

Organization	Score	Grant Amount
BorderLight	75	\$15,000
FRONT International	87.67	\$17,533

Discussion: None. Vote – Ayes: McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the Project Support 2022 Scores and Grants as listed in the Board handout (below). Discussion: None. Vote All Ayes. Motion carried.

Organization	Score	Grant Amount
Abrepaso Flamenco*	78.33	\$4,000
Achievement Centers for Children	79.67	\$4,000
America Asian Pacific Islander Organization†	75.33	\$4,000
America SCORES Cleveland	81	\$13,700
American Hungarian Friends of Scouting	76.50	\$6,232
American Slovenian Polka Foundation	83.67	\$4,000
Aradhana Committee†	80	\$12,664
Art of Me*†	97.33	\$5,000
Arts in Strongsville	86.33	\$4,000
Arts Renaissance Tremont (ART)	88.33	\$4,000
Baldwin Wallace University	79.67	\$15,933
Bay Village Community Band	75	\$2,800
Beachwood Arts Council	75.33	\$3,960

Benjamin Rose Institute on Aging	87.33	\$4,000
Berea Arts Fest	76.50	\$6,583
Big Creek Connects	81	\$1,600
Blazing River Freedom Band	83.67	\$840
Blue Streak Ensemble	87	\$4,000
Brite Cleveland	88	\$17,600
Brooklyn Heights Service Clubs	75.33	\$4,000
Buck Out Foundation†	88.33	\$7,640
Building Bridges Murals	90.33	\$5,000
Burning River Baroque	95.33	\$5,000
Burten, Bell, Carr Development†	88	\$4,000
Campus District Inc.	97.33	\$5,000
Carolyn L. Farrell Foundation for Brain Health	85	\$15,050
Case Western Reserve University	83.33	\$4,000
Cassidy Theatre	90.67	\$5,000
Catholic Charities Diocese of Cleveland	84	\$4,000
Cedar Fairmount Special Improvement District	78.33	\$4,000
Cesear's Forum	80.67	\$4,000
Chagrin Arts	75.33	\$14,709
Chagrin Documentary Film Festival	87.33	\$17,467
ChamberFest Cleveland	75.33	\$15,067
Choral Arts Cleveland	82.33	\$4,000
City Ballet of Cleveland	84.33	\$4,000
CityMusic Cleveland	91.67	\$18,333
Cleveland Chamber Choir	83	\$10,214
Cleveland Chamber Collective	92.67	\$5,000
Cleveland Chamber Music Society	83.67	\$12,550
Cleveland Chamber Symphony	88	\$4,000
Cleveland Composers Guild	86.33	\$4,000
Cleveland Cultural Gardens Federation	90	\$18,000
Cleveland Leadership Center	79	\$4,000
Cleveland Opera Theater	87.33	\$17,467
Cleveland Philharmonic Orchestra	78.67	\$4,000
Cleveland Photo Fest*	90	\$5,000
Cleveland Rape Crisis Center	99	\$5,000
Cleveland Rocks: Past Present and Future	85.67	\$17,133
Cleveland School of the Arts Board of Trustees	89.33	\$17,867
Cleveland Seed Bank	88.33	\$4,000
Cleveland Shakespeare Festival	86	\$4,000
Cleveland TOPS Swingband	90.67	\$5,000
Cleveland Treatment Center	90	\$10,719

Cleveland Uncommon Sound Project	87.67	\$4,000
Cleveland Women's Orchestra	84.33	\$4,000
CollectivExpress†	94.33	\$5,000
Colors+Youth Center*	95.67	\$5,000
Comité Mexicano†	86.33	\$4,000
Community Cup Classic Foundation†	97	\$5,000
Connecting for Kids of Westlake OH	84.50	\$4,000
convergence-continuum	81.33	\$10,990
Coventry Village Special Improvement District	87.67	\$4,000
Cudell Improvement	87.67	\$9,001
DANCEVERT	89	\$4,000
Downtown Cleveland Alliance	90.67	\$10,467
Eliza Bryant Village†	99.33	\$5,000
ENCORE Chamber Music	91	\$18,200
Esperanza†	88	\$4,000
Far West Center	84	\$4,000
Focus On Education†	80	\$4,000
Folknet	86.67	\$3,200
Food Strong	90.67	\$5,000
Front Steps Housing and Services	93.67	\$5,000
FrontLine Service	98.33	\$5,000
FutureHeights	94.33	\$5,000
Gardening in the District	78.67	\$4,000
German Music Society	81.33	\$1,440
Global Cleveland*	83	\$4,000
Good Company: A Vocal Ensemble	80	\$4,000
Graffiti HeArt	78	\$4,000
Greater Cleveland Film Commission	89.67	\$4,000
Greater Cleveland Neighborhood Centers Association	80	\$16,000
Greater Collinwood Development Corporation	88.33	\$4,000
Harvard Community Services Center†	90.33	\$5,000
Heights Youth Theatre	84.67	\$15,462
Henry Johnson Center	88.67	\$4,000
Hispanic Business Center†	86.67	\$4,000
Historic Gateway Neighborhood Corporation	85	\$4,000
Historic Warehouse District Development Corporation	84.33	\$4,000
Hospice of the Western Reserve	85	\$17,000
In Harmony Therapeutic Services*	81.33	\$1,164
India Fest USA†	95	\$5,000
International Community Council	86.33	\$4,000
International Women's Air & Space Museum	92.33	\$5,000

Italian Cultural Garden	84.33	\$4,000
Jennings Center for Older Adults	83	\$10,458
Jewish Family Service Association of Cleveland Ohio	87	\$4,000
Jones Road Family Development Corporation	79.33	\$6,619
Kulture Kids	93.33	\$5,000
Lake Erie Institute	75	\$4,000
Lakewood Young Filmmakers Academy	80	\$3,960
LakewoodAlive	91.33	\$5,000
Larchmere PorchFest	94.33	\$5,000
Les Délices	88	\$17,600
Lexington-Bell Community Center	78	\$7,770
LGBT Community Center Greater Cleveland	85.67	\$4,000
Literary Cleveland	88.67	\$17,733
Little Lumpy's Center for Educational Initiatives†	78.50	\$5,018
Local 4 Music Fund	88	\$13,842
LYLESART†	79.33	\$4,000
Maelstrom Collaborative Arts	95.33	\$10,563
Malachi Center	95	\$4,750
Mandel JCC	87	\$16,536
May Dugan Center	95.67	\$5,000
MidTown Cleveland	91	\$5,460
MorrisonDance	83.67	\$4,000
Music and Art at Trinity	80.50	\$11,370
Naach Di Cleveland†	89.67	\$4,000
NewBridge Cleveland Center for Arts & Technology	84.67	\$16,933
North Union Farmers Market	92.33	\$5,000
Northeast Ohio Coalition for the Homeless	92.33	\$5,000
Notes for Notes	97.67	\$5,000
Notre Dame College	85	\$17,000
OCA Cleveland†	91	\$5,000
Open Doors Academy	89.33	\$17,867
Open Tone Music	90.33	\$18,067
PALS for Healing	92	\$5,000
Parma Area Fine Arts Council	77	\$2,400
Playwrights Local	92	\$11,604
Polish American Cultural Center*	75.33	\$4,000
Polish Village Parma	75.67	\$4,000
Quire Cleveland	82	\$8,790
Reaching Heights	97.33	\$5,000
Renovare Music*	88.67	\$4,000
Restore Cleveland Hope†	86.67	\$4,000

Roberto Ocasio Foundation†	90.67	\$5,000
Slavic Village Development	87	\$4,000
SOS: Strengthening Our Students†	85.67	\$4,000
Stellar Acrobatic Dance Academy†	96	\$5,000
Suburban Symphony Orchestra	88	\$4,000
Talespinner Children's Theatre	83	\$10,331
Tender Hearts Crusades†	97	\$5,000
The City Club of Cleveland	86.67	\$16,258
The Gathering Place	89	\$4,000
The Harvard Square Center†	79.67	\$4,000
The Movement Project	79.67	\$5,991
Thea Bowman Center†	86.33	\$4,000
Trobár Medieval*	79	\$4,000
UCI	82	\$16,400
Ursuline College	95.33	\$5,000
VIVA Bavaria	85.33	\$4,000
Wake Up and Live's Actor's Studio†	84.67	\$4,000
Waterloo Arts	77.50	\$15,500
West Park Kamm's Neighborhood Development	90.33	\$4,500
West Shore Chorale	85.33	\$4,000
West Side Catholic Center	95.67	\$5,000
West Side Community House	85.67	\$17,133
Western Reserve Chorale	75.33	\$4,000
Western Reserve Fire Museum & Education Center	75.67	\$4,000
Western Reserve Land Conservancy	86	\$4,000
Westlake Chinese School†	94	\$5,000
Westtown Community Development Corporation	86	\$4,000
Windsong, Cleveland's Feminist Chorus	92	\$5,000
Women in History	82.67	\$4,000
Youth Challenge	92.67	\$5,000

Approval of General Operating Support 2022 Grants

Ms. Johnson-Banks stated that the Board would be asked to approve the grant amounts for the 69 General Operating Support groups with a total allocation of \$10.2 million per the 2022 Grants memo.

The following actions were taken after the presentation:

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2022 General Operating Support grants:

Organization	Grant Amount
Assembly	\$41,599

Discussion: None. Vote – Ayes: McGowan and Scott Taylor. Nays: None. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2022 General Operating Support grants:

Organization	Grant Amount
Cleveland Institute of Art	\$563,713
DANCECleveland	\$46,103

Discussion: None. Vote – Ayes: McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2022 General Operating support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. The motion carried.

Organization	Score	Grant Amount
Apollo's Fire Baroque Orchestra		\$101,762
Art House		\$20,482
Art Therapy Studio		\$44,895
Artists Archives of the Western Reserve		\$24,777
BA Yarts		\$55,757
Beck Center for the Arts		\$124,020
Broadway School of Music and the Arts		\$21,623
Center for Arts-Inspired Learning		\$91,716
Chagrin Valley Little Theater		\$31,262
Children's Museum of Cleveland		\$98,233
Cleveland Ballet	75.30	\$41,618
Cleveland Botanical Garden		\$16,3354
Cleveland Classical Guitar Society	95.33	\$25,544
Cleveland Institute of Music		\$507,024
Cleveland International Film Festival		\$139,394
Cleveland Jazz Orchestra		\$21,871
Cleveland Museum of Art		\$931,148
Cleveland Museum of Natural History		\$481,344
Cleveland Play House		\$312,221
Cleveland POPS Orchestra		\$62,064
Cleveland Public Theatre		\$106,671
Cleveland Restoration Society		\$75,049
Collective Arts Network	87	\$29,143
Contemporary Youth Orchestra		\$30,768
Dancing Wheels		\$35,898
Doan Brook Watershed Partnership	86.67	\$37,238
Dobama Theatre		\$48,164

Dunham Tavern Museum	82.33	\$14,198
Ensemble Theatre		\$18,900
Great Lakes Science Center		\$225,902
Great Lakes Theater		\$182,996
GroundWorks DanceTheater		\$43,362
Heights Arts		\$25,517
ICA - Art Conservation		\$86,746
ideastream		\$590,496
Ingenuity		\$36,768
Inlet Dance Theatre		\$27,839
Karamu House		\$128,283
Lake Erie Ink		\$27,839
Lake Erie Nature & Science Center		\$79,747
LAND studio		\$143,765
Maltz Museum of Jewish Heritage		\$143,078
Morgan Art of Papermaking Conservatory and Educational Foundation		\$36,634
Museum of Contemporary Art Cleveland		\$140,402
Nature Center at Shaker Lakes		\$67,248
Near West Theatre		\$72,441
North Coast Men's Chorus		\$24,300
Piano Cleveland		\$55,555
Playhouse Square		\$1,164,989
Progressive Arts Alliance		\$45,371
Rainey Institute		\$87,227
Rock and Roll Hall of Fame and Museum		\$69,6273
Roots of American Music		\$20,760
Shaker Historical Society		\$14,359
SPACES		\$34,668
The Cleveland Opera		\$15,097
The Cleveland Orchestra		\$1,027,491
The Music Settlement		\$193,895
The Musical Theater Project		\$52,611
The Sculpture Center		\$15,070
The Singing Angels		\$30,461
Ukrainian Museum-Archives		\$16,739
Valley Art Center		\$33,268
Verb Ballets		\$39,379
Western Reserve Historical Society		\$198,587
Zygote Press		\$27,284

Approval of Cultural Heritage 2022 Grants

Ms. Johnson-Banks stated that the Board would be asked to approve the grant amounts for the 11 Cultural Heritage groups with a total allocation of \$215,014 per the 2022 Grants Memo.

The following actions were taken after the presentation:

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2022 Cultural Heritage scores:

Organization	Score
AfricaHouse International†	80.67
Cleveland Association of Black Storytellers†	81.67
Djapo Cultural Arts Institute†	91.67
DuffyLit†	93.33
Foluke Cultural Arts†	93.67
Greater Cleveland Urban Film Foundation†	95
Julia De Burgos Cultural Arts Center†	93.33
LatinUs Theater Company†	92
Mojuba! Dance Collective†	90.33
Sankofa†	88.67
Slovenian Museum and Archives	86.33

Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Mendez, seconded by Trustee Scott-Taylor, to approve the 2022 Cultural Heritage grant amounts:

Organization	Grant Amount
AfricaHouse International†	\$25,618
Cleveland Association of Black Storytellers†	\$5,000
Djapo Cultural Arts Institute†	\$25,025
DuffyLit†	\$16,798
Foluke Cultural Arts†	\$30,000
Greater Cleveland Urban Film Foundation†	\$30,000
Julia De Burgos Cultural Arts Center†	\$30,000
LatinUs Theater Company†	\$29,932
Mojuba! Dance Collective†	\$7,923
Sankofa†	\$5,000
Slovenian Museum and Archives	\$9,718

Discussion: None. Vote: All ayes. The motion carried.

Trustee Sherman thanked the applicants and CAC staff for their diligent work and thanked the Cuyahoga County residents for their generous support.

6. FINANCE REPORT

Ms. Harris' financial report can be found [here](#).

Ms. Harris shared that we are using a forecast over the last three years and we are still showing a decline in revenue. To have cash on hand we will need to take money from the reserve.

Trustee Sherman asked if we will be approving the full budget including operations during our December Board meeting. Ms. Harris stated that the December Board meeting will include the full budget.

7. CONTRACTS

There were no contracts.

8. ASSEMBLY FOR THE ARTS

Jeremy Johnson, President and CEO of Assembly for the Arts shared his thanks for having him. Mr. Johnson shared that Assembly is not merging with Cuyahoga Arts & Culture but working in alliance. Assembly for the Arts is about thinking creatively of expanding the pie, the second part of the mission is to increase equity.

They are expanding by looking at multiple avenues of funding including city, state, and county funding. Mr. Johnson stated that Assembly is working with CAC to seek dollars from the American Rescue Plan Act to support artists, nonprofit organizations, and creative business. Mr. Johnson stated that they hold monthly assemblies with constituents asking how to amplify the works of creative community. Mr. Johnson also shared the Grantmakers in the Arts Workshop series for art organizations and art funders around capitalization around Equity and Funding that will be offered in the new year. Trustee Sherman applauded the work of Assembly for the Arts.

Trustee Scott Taylor left at 5:33 pm.

Trustee Sherman said she is still interested in revisiting changes to CAC Ethics Policy but that the Board would wait until next year to have further discussion on this topic once a new member is appointed.

The next meeting will be held at 3:30 pm on Wednesday, December 15, 2021 at South Euclid-Lyndhurst Public Library 1876 South Green Rd, South Euclid, OH 44121. The meeting will be available to livestream on YouTube.

9. ADJOURNMENT

Motion by Trustee Mendez, seconded by Trustee McGowan, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:39 pm.

Charna Sherman, President, Board of Trustees

Attest:

Michele Scott Taylor, Secretary, Board of Trustees



Minutes of the Regular Meeting of the Board of Trustees

Wednesday, December 15, 2021

A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 3:44 p.m. at the Warrensville Heights Public Library 4415 Northfield Rd, Warrensville Heights, OH

The roll call showed that Trustees Isenhart, Mendez, Scott Taylor, and Sherman were present. It was determined that there was a quorum. Trustee McGowan was absent.

Also in attendance were: Jill Paulsen, executive director; Meg Harris; Heather Johnson-Banks; Julia Murphy, Johnnia Stigall, India Pierre-Ingram and Jake Sinatra.

1. OATH OF OFFICE

Trustee Sherman administered the oath of office to Karolyn Isenhart. Ms. Isenhart affirmed that she would honestly, faithfully, and impartially perform her duties while serving as a trustee of Cuyahoga Arts & Culture

2. APPROVAL OF MINUTES

Trustee Sherman requested tabling approving the November Board minutes to the February Board meeting.

At 3:54 pm, there was a motion by Trustee Sherman, seconded by Trustee Scott-Taylor, to adjourn to executive session to consider the compensation of public employees. Discussion: None. Roll Call Vote: Isenhart, aye; Mendez, aye; Scott Taylor, aye; Sherman, aye. The motion carried.

At 6:03 pm executive session adjourned, and the Board resumed the public meeting.

Motion by Trustee Mendez, seconded by Trustee Scott Taylor to approve the personnel provided to the Board of Trustees. Vote: all ayes. The motion carried.

3. PUBLIC COMMENT ON MEETING AGENDA ITEMS

Sean Watterson submitted a public comment to the Board: view his comment [here](#).

4. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found [here](#).

In response to Ms. Paulsen's remarks, Trustee Sherman asked what was the different between Interactive Panel and Written Panel. Ms. Paulsen said that the Interactive Panel on where the panelists are together discussing applications via Zoom while Written Panel takes place on the reviewing site only, where panelists review, score, and comment on applications without interacting with other panelists.

5. BOARD ACTION - Grantmaking

Resident-led arts and culture projects

Ms. Johnson-Banks presented background, included in the Board packet, on the recommended grants to ioby (In Our Back Yards) and Neighborhood Connections.

Motion by Trustee Scott Taylor, seconded by Trustee Sherman, to approve a grant to ioby in the amount of \$100,000 and a grant to Neighborhood Connections in the amount of \$50,000 for resident-led grant programs in 2022. Discussion: Trustee Sherman asked the prior amount for the grants. Ms. Johnson-Banks stated that there was an increase to ioby from \$90,000 to \$100,000 and decrease from \$60,000 to \$50,000 compared to the approved grants for 2021. She said the increase to ioby was due to the success of their projects and ability to be flexible during the pandemic. Vote: all ayes. The motion carried.

Approval of Grants: Support for Artists

Ms. Johnson-Banks presented grant recommendations for the 2022 Support for Artists grant program, as detailed in the memo included in the Board meeting materials.

Motion by Trustee Mendez, seconded by Trustee Scott Taylor, to approve grants: Julia de Burgos - \$70,000; Karamu House - \$120,000 and SAPCES - \$70,000 for a total amount of \$260,000 for the 2022 Support for Artist initiative. Discussion: Trustee Sherman asked if the previous amount to Support for Artist initiative was \$300,000 but was now reduced to \$260,000. Ms. Paulsen said that the current grants is for the three organization Karamu House, SPACES, and Julia de Burgos Cultural Arts Center. Trustee Sherman asked if the amount was previously \$400,000 at one point. Ms. Paulsen confirmed that in previous years it was. Vote: All ayes. The motion carried.

6. FINANCE REPORT

Ms. Harris' report can be found [here](#)

7. BOARD ACTION – Finance and General Business

Approval of 2022 Operating Budget

Ms. Paulsen presented the Board the 2022 operating budget, which is available in Budget Memo. Ms. Harris stated that it doesn't vary from much from the previous year's budget or long-term projections. The budget reflects a commitment to keeping General Operating Support and Project Support as steady as possible.

Motion by Trustee Mendez, seconded by Trustee Scott Taylor, to approve the CAC's 2022 operating budget. Discussion: None. Vote: Isenhardt, aye; Mendez, aye; Scott Taylor, aye; Sherman, abstain. The motion carried.

Contracts

Ms. Paulsen provided an overview of the two contracts included in the board packet for Board approval.

Motion by Trustee Scott Taylor, seconded by Trustee Isenhardt, to approve a contract with DataArts in the amount of \$20,000 for January 1 – December 31, 2022. Discussion: Trustee Sherman asked what is DataArts. Ms. Paulsen said that DataArts is a data collection platform created by Pew Charitable that CAC uses as part of its grant applications process, its reports are used during panel review and for sector wide

advocacy. Additionally, organizations can utilize the data to for large number of reports to help them manage their organizations. Vote: All ayes. The motion carried.

Motion by Trustee Scott Taylor, seconded by Trustee Mendez, to approve a twelve-month contract for \$25,000 with Compelling Communications for work in the areas of communications and media relations. Discussion: None. Vote: All ayes. The motion carried.

Policies

Remote Work Policy

Ms. Harris presented three new HR policies to the Board:

1. Remote Work Policy
2. COVID-19 Vaccination Policy
3. COVID Illness Leave Policy

Motion by Trustee Scott Taylor, seconded by Trustee Isenhardt, to approve the Remote Work, COVID-19 Vaccination, and COVID Illness Leave Policies as presented to the Board and included in the Board materials. Discussion: Trustee Scott Taylor asked if the requirement of COVID-19 Vaccination will be a deterrent to hiring or retention of staff. Ms. Harris said that CAC does not believe it will impact potential future hiring. She added that currently there are no open positions at CAC. Trustee Scott Taylor asked if there is a process if a staff member no longer wants to get boosters or vaccinations. Ms. Harris said that she would speak with the legal team to develop a process. Trustee Scott Taylor asked if the budget includes the COVID-19 Illness Leave Policy's 40-hour sick leave. Ms. Harris said that it is considered paid time off, so it is accounted for in regular staff pay. Vote: all ayes. The motion carried.

8. CONNECT WITH CULTURE

Ms. Pierre-Ingram introduced Robin Robinson, Executive Director of Sankofa Fine Art Plus. Ms. Robinson shared the work of the organization, and the impact CAC grants have had on Sankofa's project success and outcomes.

9. ASSEMBLY FOR THE ARTS

Jeremy Johnson updated the CAC Board on Assembly for the Arts' work to increase access to funding for the arts and culture sector. Mr. Johnson said that Assembly knows that arts and culture is essential to creating jobs and economic development and that they are in advocacy mode, to ensure that elected officials are aware of the importance of the arts economy to Cleveland and Cuyahoga County.

Mr. Johnson said that Assembly and CAC have been working together with R Strategy Group to build relationships with City and Council elected officials. He stated that the current focus is on securing American Rescue Plan funds. CAC and Assembly have a joint ask into the City of Cleveland for 2% of ARPA funding. Jeff Rusnak from R Strategy provided additional detail on the current advocacy efforts.

Trustee Scott Taylor asked what other activities will be accomplished as the Bibb administration and new City Council begin the year. Mr. Johnson said that Assembly is launching an artist advocacy campaign. Trustee Scott Taylor asked if there is anything the Board can do. Mr. Johnson shared that if members have access to council members please work with Assembly on coordinated outreach. He noted that Assembly and CAC have joint messaging to support board member advocacy.

Mr. Johnson noted that Mayor-Elect Justin Bibb and his transition team met with Assembly, CAC and other members of the arts and culture sector. Trustee Sherman shared that there are Board members on the Mayor-Elect's transition team.

Trustee Isenhart asked if there are data or if there is a map of where artists and organizations are located. Mr. Johnson said that Cuyahoga Arts & Culture creates maps where CAC-funded nonprofits are serving residents in all County Districts and each City ward. They are used in advocacy work.

10. ADJOURNMENT

Trustee Sherman thanked the CAC staff for their great work over the year and thanked her fellow Board members for their commitment and hard work.

Motion by Trustee Scott Taylor, seconded by Trustee Mendez, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 6:53 pm.

The next meeting will be held at 5:00 pm on Wednesday, February 09, 2022.

Charna Sherman, President, Board of Trustees

Attest:

Michele Scott Taylor, Secretary, Board of Trustees

Executive Director's Report

February 9, 2022

Welcome to our first board meeting of 2022.

This meeting is typically light on Board action. Instead, we use it to learn together. Our aim for this meeting is to level-set all members on our organization's history and current work. Together, this will allow us to jumpstart our immediate 2022 work. And it serves as grounding for future, long-term planning.

At the February 9th meeting we'll use the bulk of the time to review CAC's five grantmaking programs, including a snapshot look at the programs' respective goals, grants, and grantee participation trends over time.

I invite you to start your preparation for this meeting with a great [infographic](#) that local artist Jen Juan created for CAC. It illustrates the overlapping and concurrent work the staff and board do every year. Ideally this new tool allows board members to see the big picture – when the Board makes decisions, how CAC seeks and uses community feedback, and when we make our annual grants.

This Board packet also includes several historical documents that guide our current work.

- CAC's Organizational Roadmap and accompanying Mission, Vision, Values (2017)
- Media story on CAC's 10-year plan

These foundational documents, especially the Organizational Roadmap, shape CAC's daily work. They ground our annual workplan. See 2022 Team Objectives.

I look forward to once again hearing from our partner – Assembly for the Arts. Together, we're making progress on a comprehensive, local ARPA strategy. And Assembly's CEO Jeremy Johnson will share more about an accompanying artist-led advocacy campaign.

Finally, we'll bring updated financials and CAC's COVID Impact Report to the meeting. Thanks to the team for their diligent work pulling together all the materials for this packet.

Looking forward to seeing you in-person on the 9th.

Sincerely,

Jill Paulsen
Executive Director

Updates from CAC Staff

CAC Board of Trustees Meeting – February 9, 2022

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the staff team [agreements](#) that we have made with one another, and grounded in CAC's [Mission, Vision & Values](#). Our [team objectives](#) fall into three areas: 1) grantmaking; 2) communication and raising awareness; and 3) effective teamwork and operations.

What follows is a brief update on the progress made since the last Board meeting in December.

1. GRANTMAKING - Connecting with artists and organizations

Closing Out 2021 Grant Programs

General Operating Support grantees closed out their 2021 grants by completing their Year-End Reports, in which they share progress on their 2021 goals. Materials were due January 31. CAC staff are working to review reports and approve payments for the final 10% of their 2021 grant.

Since the pandemic started, GOS grantees have reported every six months, on the **impact of the Covid-19 pandemic** on their organizations. We use the data to understand grantees needs and to advocate for the sector with Assembly. We look forward to sharing the latest headlines with you at our February Board meeting.

December 31st marks the end of the 2021 grant period and staff are **working with all Project Support** grant recipients to complete reporting or close out their grants. All final reports are expected to be submitted by March 1st.

Launching 2022 Grant Programs

Early in February CAC staff will host a series of **2022 Grant Recipient Workshops**. Staff will review the requirements for 2022 grants, including the reporting processes and how CAC supports grantees throughout the year. These workshops support relationship building and accessibility among staff and grant recipients, especially with new grantees. Separate workshops will be held for each GOS, CH, and PS applicants.

The 11 **Cultural Heritage** grantees receive the first 60% of their grant upon completion of their grant agreements and any outstanding 2021 grant requirements. The CH final report, which will be consistent with the GOS year-end report, is being developed and will be due Jan. 31, 2023.

Staff are working with the 65 returning **General Operating Support** grantees to complete and finalize their 2022 Goals. They are joined by four new GOS grant recipients, all of which will report on their progress in the Mid-Year and Year End reports. After approving the 2022 Goals, CAC staff release the first 50% of each organization's 2022 grant, and thus far.

2022 Project Support has launched! Staff are working with 169 organizations through online workshops and outreach to offer support through the ongoing pandemic, ensure grant recipients are in good standing and can maximize their grant in the year ahead.

SPACES and Julia de Burgos have launched applications for their Support for Artists programs. Each organization will work with 10 artists in 2022. Karamu will launch its Room in the House residency later in the year. [Learn more and encourage artists and creatives in your network to apply here.](#)

For the tenth year, CAC is co-funding resident-led, grassroots arts and cultural projects in Cleveland and East Cleveland through a grant to **Neighborhood Connections**. The first of three application cycles for [2022 Neighbor Up Grants](#) closes on Monday, February 7, and CAC will be co-funding arts and culture projects from this pool. The remaining two grant application periods will be in June and September.

In February, **ioby** will launch the fourth annual cycle of the [CAC Match Fund](#). This crowdfunding platform provides individuals, artists, informal groups of residents, and nonprofits with one-on-one fundraising coaching and dollar-for-dollar matching for up to \$3,000 for a project that brings arts and culture to Cuyahoga County residents. Match funding is available on a rolling basis throughout 2022.

CAC is developing a schedule of **technical assistance for grantees across all grant programs**. These offerings are designed to support the work of grantees as it relates to CAC's funding criteria and their success in the grant program. Feedback from grantees is used by staff to determine what technical assistance should be offered and is gathered through final report responses, goals, conversations, and feedback from previous technical assistance sessions.

Through our partnership with Neighborhood Connections, CAC will offer **six Arts & Culture Network Nights in 2022**. Currently Network Night is planned as online gatherings (with the option to host in person pending the status of the pandemic). The first virtual network night is on Thursday, March 31st, and all are welcome. In 2022, Assembly for the Arts staff will play an active role in these events.

Later this year, CAC will **transition its online application and reporting system** to one that will streamline internal processing. The new platform integrates with CAC's grants management system. CAC is participating in the Beta testing, giving us an opportunity to shape the system to meet grantee and CAC needs.

Planning for 2023 Grant Programs

For the 2023 grant application cycle, CAC is exploring improvements to the Cultural Heritage and Project Support grant programs listed below. There will be multiple opportunities to incorporate community feedback, inclusive of our partners at Assembly. All grant programs will be designed to fit into budget forecasts and anticipated financial modeling. Grant amounts are recommended to the Board at its November meeting after the panel process.

There will be no Board action related to these guidelines at our February meeting.

- **2023 Cultural Heritage and Project Support:** The focus of this year's recommendations incorporate applicant and panelist feedback clarifying the process and the intention of the funding criteria. The following recommendations would affect both grant programs:
 - *Funding Criteria* – incorporate feedback from applicants and panelists to clarify the language used in the funding criteria. The spirit of the criteria will not change and in all cases the edits will be minor.
 - Consistently use “arts and culture professionals” rather than “artists” to be inclusive of the broad roles and skill sets at arts and culture organizations.

- Adjust the bullets corresponding to Artistic and Cultural Vibrancy and Organizational Capacity to ensure organizations are evaluating and creating an organizational culture where everyone can and does belong, including BIPOC individuals.
 - *Scoring Framework* – change the name of the ‘good’ category to ‘fair.’ This language change better reflects that an applicant could receive scores in this range for each of the funding criteria and not be recommended for funding.
 - *Application* – provide additional help text throughout the application and during workshops to help differentiate between community engagement and public access.
- 2023 Project Support: Staff continue to explore ways to streamline how maximum eligible request amounts are determined. Currently, our process requires a formula and specific financial documents at the time of eligibility check to calculate the maximum grant request amount which often results in delays.
- 2023 Cultural Heritage: We do not anticipate any additional updates specific to this program.

Between now and April, CAC will hold a public comment period for residents to provide feedback on the draft guidelines. We will integrate that information, in addition to data we collected from grantees/applicants over the last year, to finalize the CH23 and PS23 guidelines that we will recommend to the Board for approval at its annual meeting on April 13.

2. COMMUNICATIONS / Connecting with residents

Media Partnerships Highlight Stories of CAC Grant Recipients. In 2022, CAC will continue to leverage a selection of modest, paid media partnerships which promote the unique or lesser-known stories of our grant recipients. Promoted stories will focus on highlighting racial equity and direct viewers to the ClevelandArtsEvents.com website, with an emphasis on virtual events at this time. Partnerships include:

- **Fresh Water Cleveland** – Five original stories and one photo essay.
- **WKYC Channel 3**– Six appearances throughout 2022 to promote the events and programs of CAC-funded organizations.

Together these media partnerships will help CAC continue to reach thousands of residents and visitors and to connect them to the CAC-funded activities taking place across Cuyahoga County.

Media Placements. In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below is a sampling of recent media clips focused on CAC’s work:

- [Cuyahoga Arts and Culture awards over \\$400,000 to support artists and community groups | Arts & Culture | Ideastream Public Media](#)- December 15, 2021
- [A little help goes a long way for artists weaving our communities back together \(freshwatercleveland.com\)](#) - December 23, 2021

- [Cuyahoga Arts and Culture Will Give \\$11.6 Million in Grants Across 249 Organizations as Impact of Pandemic Continues | Scene and Heard: Scene's News Blog \(clevescene.com\)](#) - December 23, 2021
- [Assembly for the Arts Launches Postcard Campaign Urging Cleveland to Use Portion of ARPA Funds for the Arts | Scene and Heard: Scene's News Blog \(clevescene.com\)](#) - January 21, 2022

See a [full list of media placements](#) since CAC's last Board meeting.

3. BUILDING INTERNAL CAPACITY / Effective Teamwork and Operations

Connecting with Community and Building Our Capacity

CAC staff presented at or participated in the following workshops, peer groups, and trainings.

- Assembly & Grantmakers in the Arts - Capitalization Workshop (Heather Johnson-Banks, Julia Murphy, Jill Paulsen, India Pierre-Ingram, Jake Sinatra, Johnnia Stigall)
- Equity in the Center - Intersectional Allies Workshop (Julia Murphy)
- SMU|DataArts – Using Grantee Data to Tell a Meaningful Story (Heather Johnson-Banks, Johnnia Stigall)
- Bloomberg Associates – Arts Data in the Public Sector (Heather Johnson-Banks)
- Funders Collaborative on Covid Relief – Data Equity Working Group (Julia Murphy)
- SphinxConnect 2022 - Forging Alliances National Conference (Johnnia Stigall)
- GARE - Members Monthly Connection (India Pierre-Ingram)
- Cleveland Leadership Center - Look Up to Cleveland Arts, Culture, & Assets Day (Jill Paulsen, Johnnia Stigall)
- Greater Cleveland Interfaith Alliance - Funding Opportunities for Faith-Based and Community-Based Organizations (Julia Murphy)

Effective Teamwork and Operations

Crew Updates

The Core Racial Equity Working Group (CREW) is an internal advisory and recommending body to CAC for racial equity initiatives that lead to a racially equitable workplace. You can find additional historical context and information in the [CREW Description](#). CREW is finalizing 2022 goals that build on work completed in 2021. The goals are designed to move CAC along the Continuum on Becoming a Multicultural Organization, a framework we have been using since 2020.

FINANCIAL UPDATE

2021 Unaudited Results

Revenue. Final, unaudited tax revenue for 2021 was \$12,009,236. Tax revenue for the year was \$85,527 (0.7%) above forecast but 5.6% (\$723,222) lower than 2020 tax receipts. Interest revenue was \$178,849.

As of December 31, CAC investment of inactive monies were as follows:

- RedTree Investment Group: \$12,949,715 (target yield 1.22%)
- STAR Ohio: \$5,591,794 (yield .09%)

Expenditure. Final, unaudited expenditures for FY2021 were \$13,474,986, ending the year \$443,014 under budget. The expenses were lower than planned primarily due to the impact of COVID-19 and the inability of grantees to safely conduct their programming in 2021 and thus declining their grant for the year. To balance the budget at year end, \$1,286,901 was used from the reserve.

Annual Audit. The Local Government Services division of the Ohio Auditor of State began work on CAC's GAAP conversion for 2021 in early January and will finish the conversion in February or March.

2022 Financials

January financials will be distributed at the board meeting on February 9.

Cuyahoga Arts & Culture				
Through 12/31/21				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 12,009,236	\$ 11,927,558	\$ 81,678	100.68%
Interest	\$ 178,849	\$ 175,000	\$ 3,849	102.20%
Other revenue			\$ -	
Total Revenue	\$ 12,188,085	\$ 12,102,558	\$ 85,527	100.7%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 374,314	\$ 398,804	\$ (24,490)	93.9%
Grant Panel Expenses	\$ 13,588	\$ 17,000	\$ (3,413)	
Grant Management Expenses	\$ 57,676	\$ 85,000	\$ (27,324)	67.9%
Awareness Activities	\$ 20,041	\$ 30,300	\$ (10,259)	66.1%
Grants**	\$ 12,437,440	\$ 12,753,634	\$ (316,194)	97.5%
Total A&C Exenditures	\$ 12,903,058	\$ 13,284,738	\$ (381,680)	97.1%
General & Administrative				
Salaries, Wages and Benefits	\$ 356,009	\$ 359,593	\$ (3,584)	99.0%
Facilities, Supplies, Equipment	\$ 72,654	\$ 84,145	\$ (11,491)	86.3%
Professional Fees	\$ 142,340	\$ 187,524	\$ (45,184)	75.9%
Depreciation	\$ 924	\$ 2,000	\$ (1,076)	
Total G&A Expenditures	\$ 571,927	\$ 633,262	\$ (61,335)	90.3%
Total Expenditures	\$ 13,474,986	\$ 13,918,000	\$ (443,014)	96.8%
Net Ordinary Revenue	\$ (1,286,901)	\$ (1,815,442)	\$ 528,541	

** Outstanding 2021 grant obligations are on the balance sheet.

Non-grant cash disbursements YTD	\$ 1,036,622	\$ 1,162,366	\$ (125,744)
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Cuyahoga Arts & Culture
Balance Sheet as of

Dec 31, 21

ASSETS

Current Assets

Checking/Savings

KeyBank	103,711
RedTree (U.S.Bank)	12,949,715
Star Ohio	5,591,794

Total Checking/Savings	18,645,221
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Accounts Receivable

11000 · Accounts Receivable	1,065,655
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Total Accounts Receivable	1,065,655
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Other Current Assets

12100 · Prepaid Expenses	3,745
---------------------------------	-------

Total Other Current Assets	3,745
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Total Current Assets	19,714,621
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Fixed Assets

15000 · Furniture and Equipment	75,223
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15001 · Software and Webdesign	10,000
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17000 · Accumulated Depreciation	-84,353
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Total Fixed Assets	870
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TOTAL ASSETS	19,715,491
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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

24000 · Payroll Liabilities	53,871
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24200 · GOS Grants	1,020,002
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24300 · PS and CH Grants	864,031
---------------------------------	---------

24400 · Other Grants/Program Contracts	105,555
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Total Other Current Liabilities	2,043,459
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Total Current Liabilities	2,043,459
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Total Liabilities	2,043,459
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Equity

32000 · Retained Earnings	18,958,933
----------------------------------	------------

Net Income	-1,286,901
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Total Equity	17,672,032
---------------------	------------

TOTAL LIABILITIES & EQUITY	19,715,491
---------------------------------------	-------------------

CIGARETTE TAX RECEIPTS FY 20 VS FY 21 YTD				
	<u>2020</u>	<u>2021</u>		
Month	2020	2021	\$VAR	20-21%VAR
JANUARY	\$ 1,076,305.39	\$ 879,251.89	\$ (197,053.50)	-18.3%
FEBRUARY	\$ 994,450.54	\$ 767,148.61	\$ (227,301.93)	-22.9%
MARCH	\$ 1,061,588.50	\$ 1,160,248.70	\$ 98,660.20	9.3%
APRIL	\$ 984,297.91	\$ 1,110,191.70	\$ 125,893.79	12.8%
MAY	\$ 857,554.60	\$ 887,123.22	\$ 29,568.62	3.4%
JUNE	\$ 1,974,335.05	\$ 1,919,137.93	\$ (55,197.12)	-2.8%
JULY	\$ 264,637.95	\$ 249,437.79	\$ (15,200.16)	-6%
AUGUST	\$ 1,110,212.04	\$ 1,133,490.66	\$ 23,278.62	2%
SEPTEMBER	\$ 1,204,394.78	\$ 856,790.12	\$ (347,604.66)	-29%
OCTOBER	\$ 1,067,270.43	\$ 1,115,112.10	\$ 47,841.67	4%
NOVEMBER	\$ 949,644.47	\$ 865,654.26	\$ (83,990.21)	-9%
DECEMBER	\$ 1,187,772.61	\$ 1,065,654.97	\$ (122,117.64)	-10%
TOTALS	\$ 12,732,464.27	\$ 12,009,241.95	\$ (723,222.32)	-5.680%

Contracts & Grants Update for Board

Contractor	Amount	Purpose	Term	Require Board Approval
Aztek	\$30,000	To redesign CAC's nine-year-old website to better serve grantees, meet best practice with ADA compliance and accessibility and to improve backend functionality for staff.	2/15/2022-11/15/2022	Y



CAC Grantmaking Overview

Highlights for Board of Trustees – February 9, 2022

CAC Grantmaking Overview	Page
Grantmaking History	2
Grantmaking Basics	4
Where are We Today? 2022 Grant Programs	5
Snapshot of Each CAC Grant Program	
• General Operating Support	7
• Project Support	9
• Cultural Heritage	11
• Resident-Led	12
• Support for Artists	13
Support Documents	
• CAC Grantmaking Timeline Infographic	14
• Organizational Roadmap (2017) - Strategic Plan including: CAC's Mission, Vision & Values	15
• Freshwater: <i>Street-Level Voices inform CAC's Next 10 Years</i>	18
• 2022 Staff Objectives	22



CAC Grantmaking Overview

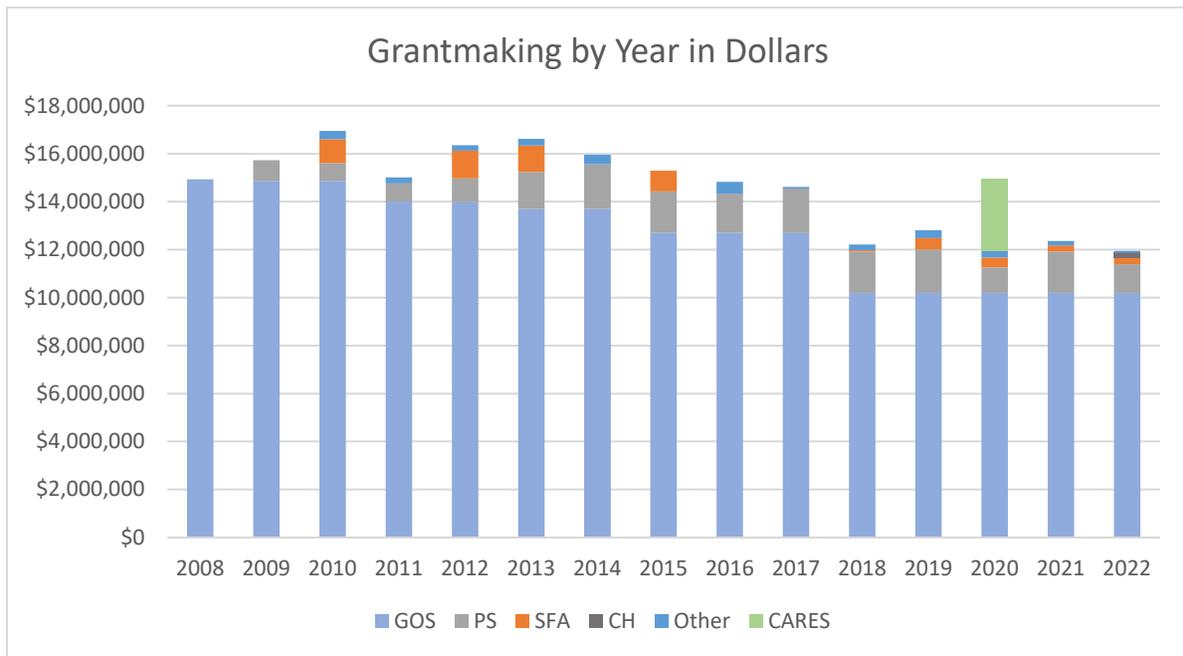
Highlights for Board of Trustees – February 9, 2022

Since CAC’s inception in 2007, Cuyahoga Arts & Culture has approved 3,443 grants to 445 nonprofit organizations totaling over \$218M. For a complete list of CAC’s grants, click [here](#).

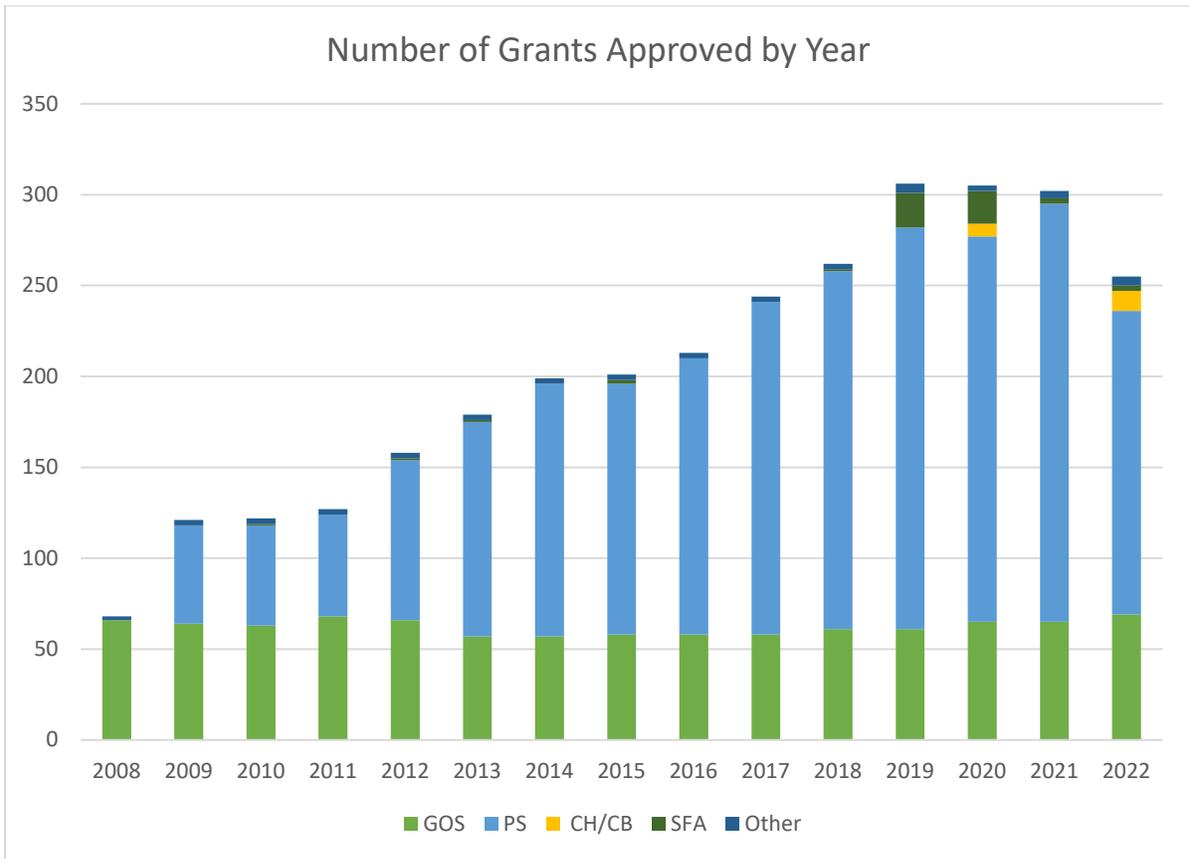
CAC Grantmaking History

CAC has three primary grant programs: General Operating Support, Project Support and Cultural Heritage, in addition to its vital investments in resident-led grantmaking and support for artists.

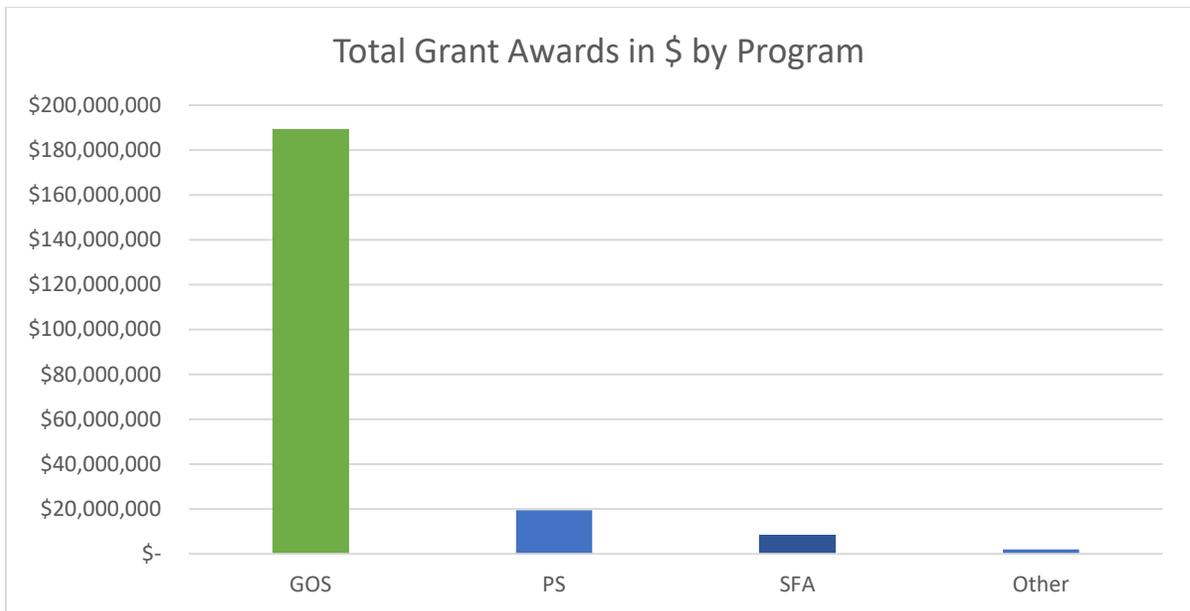
Since 2008 CAC has approved 935 General Operating Support grants totaling more than \$189,177,000 and 1,956 Project Support grants totaling more than \$19,411,000. Additionally, with the launch of Cultural Heritage in 2022, CAC approved 11 grants totaling more than \$215,000. Grants have also been approved to support a range of initiatives and projects including support for individual artists, community events and resident-based grantmaking opportunities.



Note: 2020 includes \$3mil. of CARES funding which CAC distributed on behalf of Cuyahoga County.
 “Other”: includes: Resident-Led (Neighborhood Connections and ioby), etc.



This chart includes all grants, which are approved by CAC's board. Notes: Due to the pandemic, some grant projects in 2020 and 2021 were not completed. CARES grants are not included in the chart. CH/CB = Cultural Heritage/Capacity Building



This chart shows the amount of funding (in dollars) distributed through each program since CAC's inception. Note: CH22, totaling \$215,014 is included in PS.

CAC Grantmaking Basics

Funding Criteria

All of CAC’s grant programs use the same funding criteria:

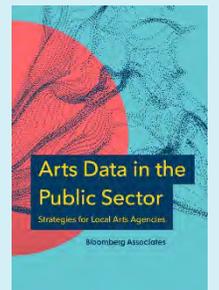
- Public Benefit;
- Artist & Cultural Vibrancy; and
- Organizational Capacity.

These overarching funding criteria have been in place for the last 10 years, reflecting CAC’s core belief that as a public entity, we must be committed to public benefit. Every grant cycle staff revises the funding criteria definitions, in response to community feedback, and updates the grant application and panel respectively.

Application Evaluation Process

CAC relies on panels of outside experts to evaluate all grant applications in our core programs (GOS; CH and PS). Support for Artists grant recipients were vetted by a panel when the program was launched in 2018; resident-led grants are evaluated through existing processes run by ioby and Neighborhood Connections.

CAC’s public grantmaking process and use of data were recently featured as a best practice in Bloomberg Associates’ *Arts Data in the Public Sector: Strategies for Local Arts Agencies* [report](#).



Seeking & Using Community Feedback

CAC uses community feedback to shape its work. As one example, every year CAC holds an “open comment period” for the public to provide comments on CAC draft grant guidelines. In addition, applicants provide informal feedback throughout the application process and complete surveys after their application is submitted. Staff collect informal feedback from all groups through reporting, COVID surveys, workshops, and site visits. Looking forward, we will build our partner Assembly for the Arts, into our community feedback loops.

Technical Assistance

CAC is committed to offering ongoing and personalized support to all – whether nonprofits be first-time applicants or long-time grantees. Each year we offer dozens of sessions, reaching hundreds of people.

Technical assistance programs are tailored to each specific grant program. Examples include:

- Grant Program Workshops
- Application Workshops
- Grant Program Q&A
- Maximizing your 990 Workshop
- Introduction to New Cultural Data Profile Workshops
- Grant Manager Office Hours
- Various calls, site visits and emails with grant managers

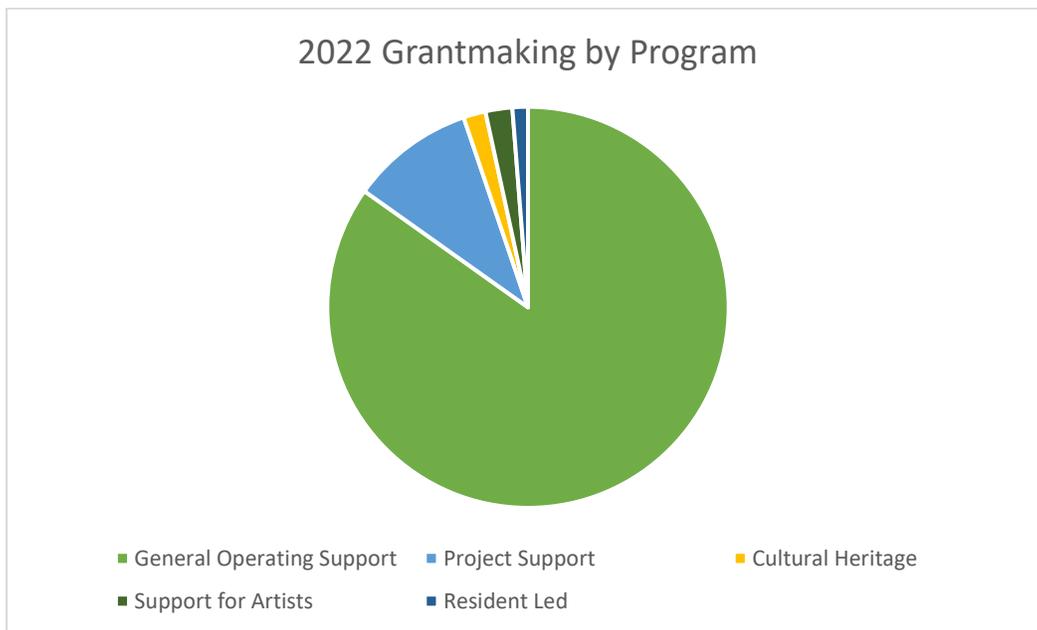
**** See the infographic in this packet for an overview of CAC’s core grant programs. ****

Where are we today? 2022 Grant Programs

In 2022, CAC will make 254 grants totaling \$12,023,452 for arts programming. See below for a breakdown by grant program:

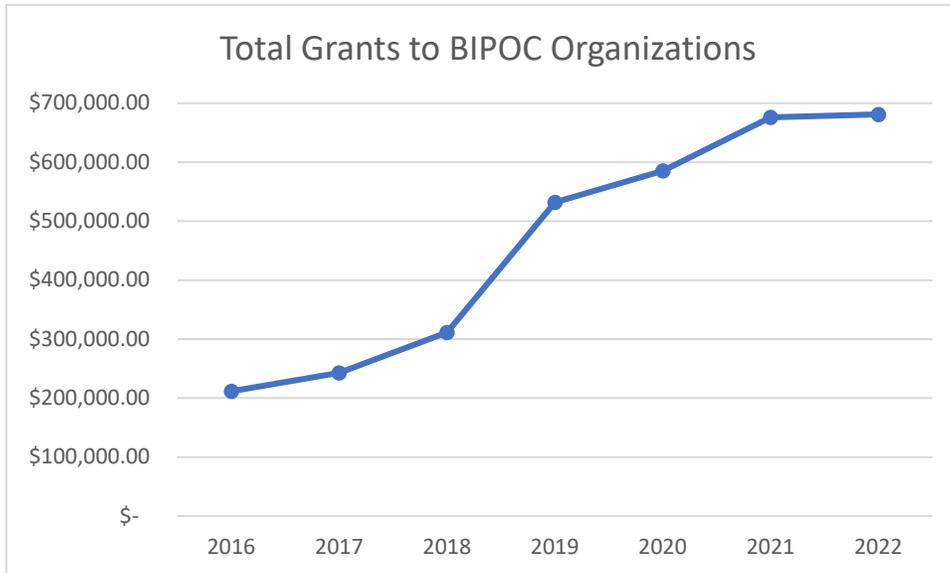
2022 Grant Programs	# of Grants	2022 Allocation
General Operating Support <i>(This is first year of a 2-year grant)</i>	69	\$10,200,000
Project Support	169	\$1,198,438
Cultural Heritage	11	\$215,014
Other Grants:		
<ul style="list-style-type: none"> • Support for Artists Grants to nonprofits to provide funding and support for artists. <i>Note: We budgeted for the possibility of making a grant of up to \$140,000 to Assembly once they build capacity and we work together on joint goals.</i> 	3	\$260,000
<ul style="list-style-type: none"> • Resident Led Neighborhood Connections Grant to Neighborhood Connections to support dozens of arts and culture projects led by residents. 	1	\$50,000
<ul style="list-style-type: none"> • ioby Match funds for dozens of resident-led arts and culture projects. 	1	\$100,000
TOTAL INVESTMENT (2022)		\$12,023,452

2022 CAC Total Grantmaking (\$), by Program

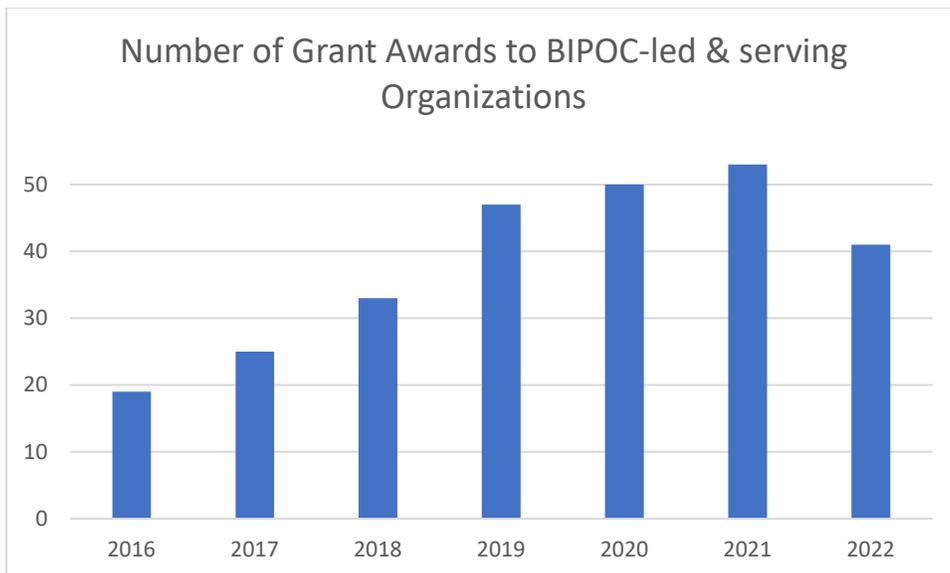


Funding BIPOC-led and Serving Arts Organizations

Through its 2016 strategic planning, CAC claimed Equity as an organizational value. This commitment necessitates that CAC better collect and use data. See below for a snapshot of CAC grantmaking to Black, Indigenous, People of Color (BIPOC)-led and serving organizations from 2016 onwards.



This graph shows the amount of funding awarded to BIPOC-led and -serving organizations since CAC claimed equity as an organizational value in 2016. NOTE: All grant programs are included in the data represented above. **From 2016 until 2022, funding to BIPOC-led and serving organizations increased by 222%.**



This chart shows the number of BIPOC-led and -serving organizations awarded grants each year since CAC claimed equity as an organizational value in 2016. The decrease from 53 in 2021 to 41 in 2022 tracks the decrease in grants to predominately white institutions.

CAC Grant Program Snapshot

General Operating Support

Program Goal: Strengthen the community by deepening its access to arts and culture through meaningful, multi-year core support grants to arts and cultural organizations based in and serving Cuyahoga County.

2022 allocation: \$10.2 million

of grantees in 2022: 69

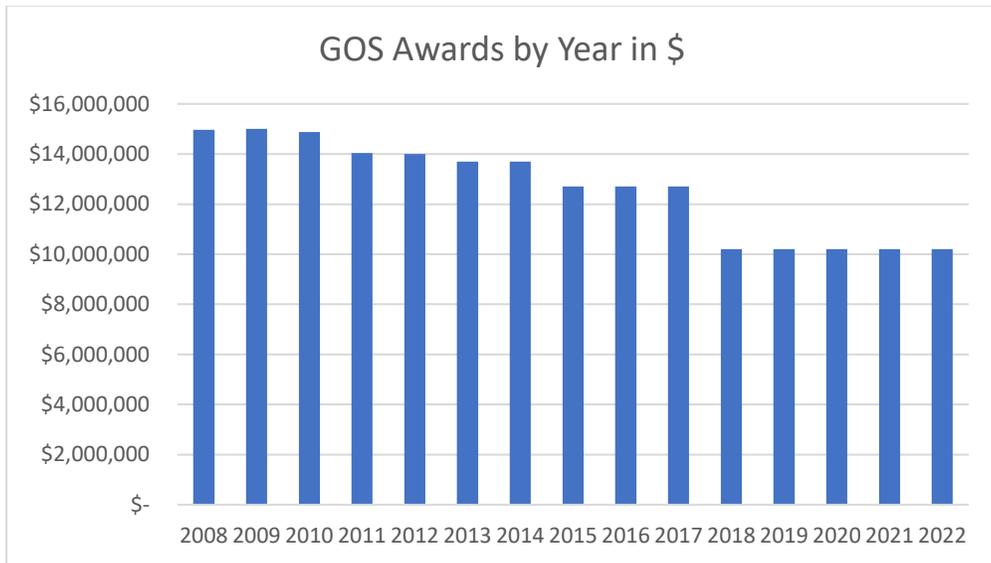
Grant Application Evaluation Process: Panel.

2022 Grant Guidelines and Application: [GOS 2022-23 Guidelines.pdf \(cacgrants.org\)](https://cacgrants.org/GOS_2022-23_Guidelines.pdf)

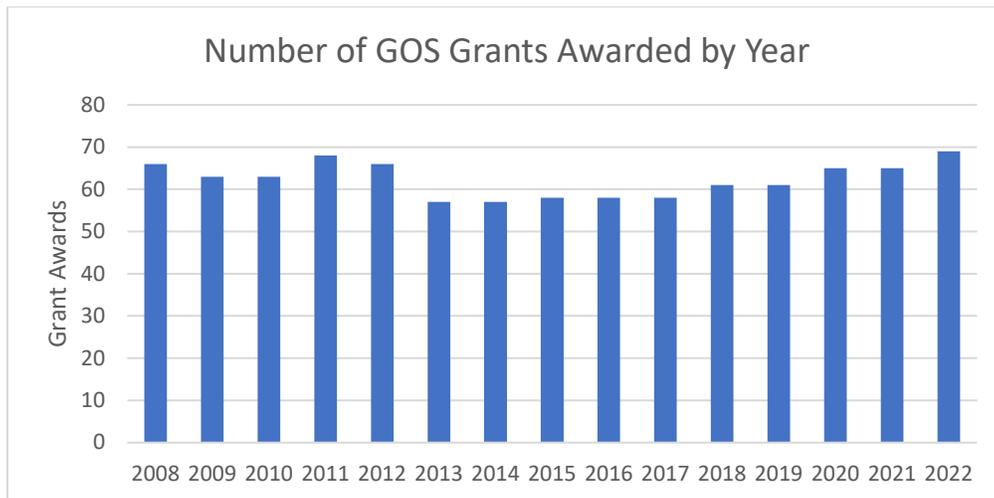
2022-23 Grant Recipients

Apollo's Fire	Cleveland Public Theatre	Morgan Art of Papermaking
Art House	Cleveland Restoration Society	moCa
Art Therapy Studio	Collective Arts Network	Nature Center at Shaker Lakes
Artists Archives of the W. Reserve	Contemporary Youth Orchestra	Near West Theatre
Arts Impact	DANCECleveland	North Coast Men's Chorus
Assembly for the Arts	Dancing Wheels	Piano Cleveland
BAYarts	Doan Brook Watershed Partnership	Playhouse Square
Beck Center for the Arts	Dobama Theatre	Rainey Institute
Broadway School of Music & the Arts	Dunham Tavern Museum	Rock and Roll Hall of Fame & Museum
Center for Arts-Inspired Learning	Ensemble Theatre	Roots of American Music
Chagrin Valley Little Theater	Great Lakes Science Center	Shaker Historical Society
Children's Museum of Cleveland	Great Lakes Theater	SPACES
Cleveland Ballet	GroundWorks	The Cleveland Opera
Cleveland Botanical Garden	Heights Arts	The Cleveland Orchestra
Cleveland Classical Guitar Society	ICA - Art Conservation	The Music Settlement
Cleveland Institute of Art	ideastream	The Musical Theater Project
Cleveland Institute of Music	Ingenuity	The Sculpture Center
Cleveland International Film Festival	Inlet Dance Theatre	The Singing Angels
Cleveland Jazz Orchestra	Karamu House	Ukrainian Museum-Archives
Cleveland Museum of Art	Lake Erie Ink	Valley Art Center
Cleveland Museum of Natural History	Lake Erie Nature & Science Center	Verb Ballets
Cleveland Play House	LAND studio	Western Reserve Historical Society
Cleveland POPS Orchestra	Maltz Museum of Jewish Heritage	Zygoté Press

History of GOS Program & Allocation



Since CAC's inception, the General Operating Support has been the largest (by \$) grant program. CAC revenue has declined by 38.5% since 2008; allocation to the GOS program has declined 32%.



Participation, as measured by number of grant recipients, in the General Operating Support program has remained fairly consistent since CAC's inception.

CAC Grant Program Snapshot

Project Support

Program Goal: Promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects.

2022 allocation: \$1,198,438; grants ranging from \$800 – \$18,333

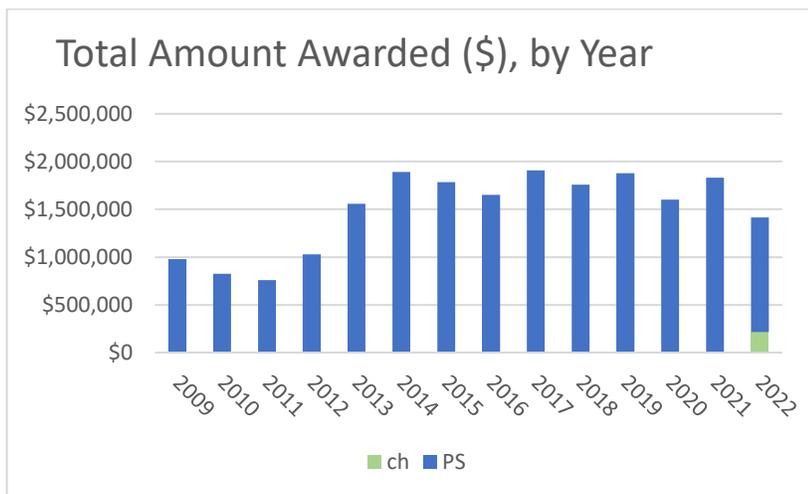
of grantees in 2022: 169

Grant Application Evaluation Process: Panel.

2022 Grant Guidelines and Application: [PS 2022 Guidelines.pdf \(cacgrants.org\)](#)

List of 2022 Grant Recipients: See below

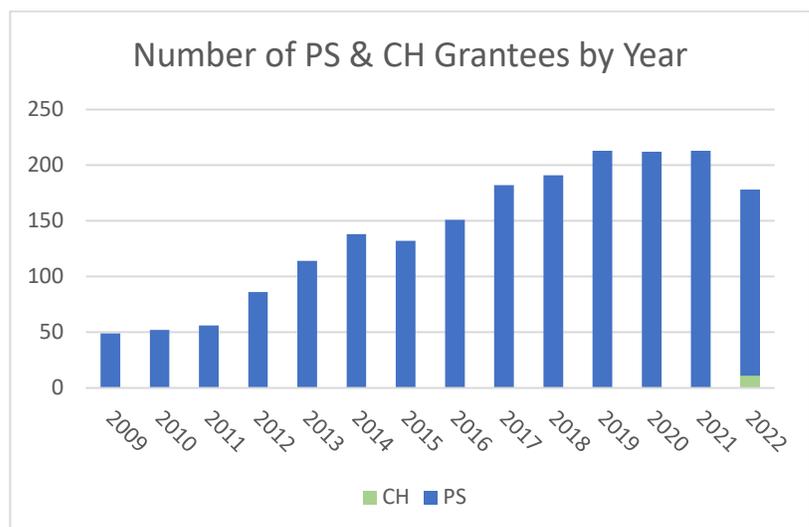
History of Allocation



For CAC’s first decade, we aimed to grow the number of organizations receiving grants through this program. Beginning in 2016, we have gradually decreased maximum grant awards (\$50K in 2008 compared to \$20K in 2022) to account for decreased revenue and high program participation.

Over time, CAC has intentionally grown *participation* in this program.

Cultural Heritage (CH) grantees are included in PS22. All CH grantees are former PS grantees. Due to the ongoing pandemic and specific challenges related to conducting per person programming several organizations opted not to apply for a PS grant in 2022.



2022 Project Support Grant Recipients

Abrepasso Flamenco	Community Cup Classic Foundation	Malachi Center
Achievement Centers for Children	Connecting for Kids of Westlake	Mandel JCC
America Asian Pacific Islander Organization	convergence-continuum	May Dugan Center
America SCORES Cleveland	Coventry Village Special Improvement District	MidTown Cleveland
American Hungarian Friends of Scouting	Cudell Improvement	MorrisonDance
American Slovenian Polka Foundation	DANCEVERT	Music and Art at Trinity
Art of Me	Downtown Cleveland Alliance	Naach Di Cleveland
Arts in Strongsville	Eliza Bryant Village	NewBridge Cleveland Center for Arts & Technology
Arts Renaissance Tremont (ART)	ENCORE Chamber Music	North Union Farmers Market
Baldwin Wallace University	Esperanza	Northeast Ohio Coalition for the Homeless
Bay Village Community Band	Far West Center	Notes for Notes
Beachwood Arts Council	Focus On Education	Notre Dame College
Benjamin Rose Institute on Aging	Folknet	OCA Cleveland
Berea Arts Fest	Food Strong	Open Doors Academy
Big Creek Connects	FRONT International	Open Tone Music
Blazing River Freedom Band	Front Steps Housing and Services	PALS for Healing
Blue Streak Ensemble	FrontLine Services	Parma Area Fine Arts Council
BorderLight	FutureHeights	Playwrights Local
Brite Cleveland	Gardening in the District	Polish American Cultural Center
Brooklyn Heights Service Clubs	German Music Society	Polish Village Parma
Buck Out Foundation	Global Cleveland	Quire Cleveland
Building Bridges Murals	Good Company: A Vocal Ensemble	Reaching Heights
Burten, Bell, Carr Development	Graffiti HeArt	Renovare Music
Campus District Inc.	Greater Cleveland Film Commission	Restore Cleveland Hope
Carolyn L. Farrell Foundation for Brain Health	Greater Cleveland Neighborhood Centers Association	Roberto Ocasio Foundation
Case Western Reserve University	Harvard Community Services Center	Slavic Village Development
Cassidy Theatre	Heights Youth Theatre	SOS: Strengthening Our Students
Catholic Charities Diocese of Cleveland	Henry Johnson Center	Stellar Acrobatic Dance Academy
Cedar Fairmount Special Improvement District	Hispanic Business Center	Suburban Symphony Orchestra
Cesear's Forum	Historic Gateway Neighborhood Corporation	Talespinners Children's Theatre
Chagrin Arts	Historic Warehouse District Development Corporation	Tender Hearts Crusades
Chagrin Documentary Film Festival	Hospice of the Western Reserve	The City Club of Cleveland
ChamberFest Cleveland	In Harmony Therapeutic Services	The Gathering Place
Choral Arts Cleveland	India Fest USA	The Harvard Square Center
City Ballet of Cleveland	International Community Council	The Movement Project
CityMusic Cleveland	International Women's Air & Space Museum	Thea Bowman Center
Cleveland Chamber Choir	Italian Cultural Garden	Trobár Medieval
Cleveland Chamber Collective	Jennings Center for Older Adults	UCI
Cleveland Chamber Music Society	Jewish Family Service Association of Cleveland Ohio	University Hospitals (UH)
Cleveland Chamber Symphony	Jones Road Family Theater Corporation	Ursuline College
Cleveland Composers Guild	Kulture Kids	VIVA Bavaria
Cleveland Cultural Gardens Federation	Lake Erie Institute	Wake Up and Live's Actor's Studio
Cleveland Leadership Center	Lakewood Young Filmmakers Academy	Waterloo Arts
Cleveland Opera Theater	LakewoodAlive	West Park Kamm's Neighborhood Development
Cleveland Philharmonic Orchestra	Larchmere PorchFest	West Shore Chorale
Cleveland Photo Fest	Les Délices	West Side Catholic Center
Cleveland Rape Crisis Center	Lexington-Bell Community Center	West Side Community House
Cleveland Rocks: Past Present and Future	LGBT Community Center Greater Cleveland	Western Reserve Chorale
Cleveland School of the Arts Board of Trustees	Literary Cleveland	Western Reserve Fire Museum & Education Center
Cleveland Seed Bank	Little Lumpy's Center for Educational Initiatives	Western Reserve Land Conservancy
Cleveland Shakespeare Festival	Local 4 Music Fund	Westlake Chinese School
Cleveland TOPS Swingband	LYLESART	Westown Community Development Corporation
Cleveland Treatment Center	Maelstrom Collaborative Arts	Windsong, Cleveland's Feminist Chorus
Cleveland Uncommon Sound Project		Women in History
Cleveland Women's Orchestra		Youth Challenge
CollectivExpress		
Colors+Youth Center		
Comité Mexicano		

CAC Grant Program Snapshot

Cultural Heritage

Program Goal: Support and strengthen the community by providing flexible support to organizations that are representative of a culturally specific population.

2022 allocation: \$215,014; grants ranging from \$5,000 to \$30,000

of grantees in 2022: 11

Grant Application Evaluation Process: Panel

2022 Grant Guidelines and Application: [2022 Cultural Heritage Guidelines.pdf \(cacgrants.org\)](#)

List of 2022 Grant Recipients

- AfricaHouse International
- Cleveland Association of Black Storytellers
- Djapo Cultural Arts Institute
- DuffyLit
- Foluke Cultural Arts
- Greater Cleveland Urban Film Foundation
- Julia De Burgos Cultural Arts Center
- LatinUs Theater Company
- Mojuba! Dance Collective
- Sankofa
- Slovenian Museum and Archives

History of Program & Allocation: This program, now part of CAC's core grantmaking, was designed in response to community feedback over multiple years to address the under capitalization and underrepresentation of culturally specific organizations receiving flexible grants funding from CAC.

In 2020, the concept was tested through a Capacity Building grant program, where \$125,000 in flexible support grants were awarded to 7 organizations. The 2022 grant cycle is the first year for the Cultural Heritage program, with an allocation of \$215,014. Arts nonprofits helped shaped and provided feedback on the program in the first cycle.

To be eligible for a grant through this program, applicants must have received at least two prior grants from CAC and have a primary mission of arts and culture.

CAC Grant Program Snapshot

Resident-Led Grantmaking

Program Goal: To support responsive, resident-led arts & culture projects, driven for and by County residents.

Neighborhood Connections: Neighbors work together to propose creative, arts and culture-based solutions to challenges their communities. The purpose of these grants is to “ignite the power of everyday people to make change.”

ioby (“in our backyards”): This program leverages CAC funding through a 1:1 match from citizen philanthropy. The purpose of these grants is to inspire “community-led positive change, where people build real, lasting change from the ground up.”

2022 allocation: \$150,000

of grantees in 2022: 2

History of Program & Allocation:

Neighborhood Connections: Since 2013, CAC has invested over \$670,000 to co-fund over 390 arts and culture projects in Cleveland and East Cleveland.

ioby: Since 2019, CAC has invested \$185,000 in matching funds into 77 resident-led arts and culture projects across the County. This CAC funding has resulted in an *additional* \$235,205 in matching funds from other sources committed to local arts projects.

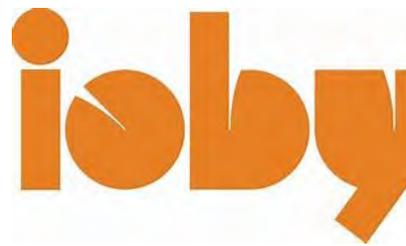
Grant Application Evaluation Process:

Neighborhood Connections: Grantmaking committee of staff and residents.

ioby: Project eligibility determined by CAC, reviewed by ioby staff.

2022 Grant Guidelines and Application: [Neighborhood Connections Grants](#), [ioby-CAC Match Fund](#)

List of 2022 Grant Recipients: TBD. Both programs are open now and accept applicants throughout 2022.



CAC Grant Program Snapshot

Support for Artists

Program Goal: To make grants to nonprofits that deliver support and services to meet the needs of Cuyahoga County artists and residents.

2022 allocation: up to \$400,000.

of grantees in 2022: 3 grants approved, with the potential of 1 additional grant later in 2022**.

History of Program & Allocation: Since 2018, CAC has invested \$1.5M to provide support for artists. More than 250 artists have benefitted directly from CAC's SFA grants to nonprofits partners through: fellowships; project-based funding, access to physical spaces; and professional development. The program is grounded in CAC's commitment to racial equity.

CAC's Support for Artists grant program was created by a committee of local artists – and represents over 100 hours of their time and expertise. Learn more about this community-driven program and the Support for Artist Planning Committee on CAC's website: [History of Support for Artists | CAC \(cacgrants.org\)](https://cacgrants.org/history-of-support-for-artists)

Grant Application Evaluation Process: Public call for nonprofit applicants. A panel of artists and experts reviewed applications and helped to recommend grantees. CAC staff manages relationships and evaluates current grant recipients.

Grant Guidelines and Application: [Call for Partners](#).

Approved 2022 Grant Recipients: [Support for Artists](#).

Julia de Burgos Cultural Arts Center – [Unidos Por El Arte](#)

Karamu House – [Room in the House Artist Residency](#)

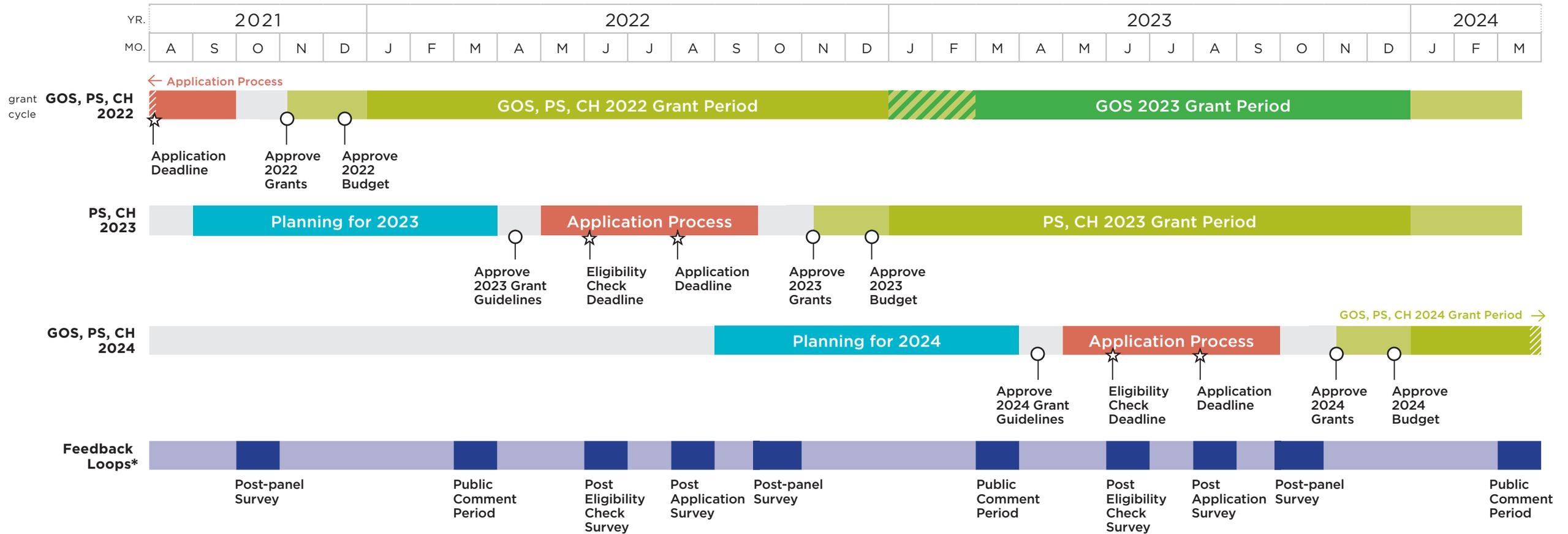
SPACES – [The Urgent Art Fund](#)

Of the artists awarded flexible support by these three nonprofits, 88% identified as BIPOC.

** CAC is working with Assembly for them to deliver professional development and opportunities to artists. CAC will bring a grant recommendation to support this work to the Board in 2022, once Assembly has a team in place to support this new work and our two organizations have finalized shared goals.



GRANT CYCLES (2022-2024)



- Board Actions Related to Grantmaking
- ☆ Grant Applicant Deadline
- Staff work related to the opening & closing of the grant period

- GOS** General Operating Support
- PS** Project Support
- CH** Cultural Heritage

- * In addition to the formal feedback loops throughout the grant cycle, staff collect feedback informally throughout the year in the following ways:
- One-on-one phone calls and emails
 - Reports
 - Workshops
 - Application Q&As
 - Office Hours
 - Arts & Culture Network Night
 - Assemblies (Assembly for the Arts)
 - Site Visits

CUYAHOGA ARTS & CULTURE | ORGANIZATIONAL PLANNING

Roadmap for Board of Trustees Approval 12/12/2016

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. Through our grantmaking, we support the people and organizations that create cultural experiences that are important to our residents' health and vitality.

In mid-2015, we began an organizational planning process intended to help our public agency chart its course for the next 10 years. That work was completed in two phases:

PHASE I

Phase I looked backward: we examined what our work has meant to Cuyahoga County since we began making grants in 2007. From that phase, we learned that:

- CAC is the largest institutional funder for the arts sector, providing almost twice the funding of our region's largest foundation, and our funding has been net positive for the sector.
- CAC's pursuit of funding arts and culture to the public's benefit is aligned with good grantmaking practices for public agencies, even if those practices aren't always well understood by some of our stakeholders.
- And, most importantly, we reaffirmed that, as a public agency, we serve two key stakeholder groups: **the nonprofit organizations in our County, and the residents who live here.**



PHASE II

Phase II built on that work, as well as what we learned from our 2014 Arts, Culture & Public Value Report. That study revealed that, while many residents find great value in the programs offered by area cultural organizations, many others do not feel that they benefit from those programs. We designed Phase II to help us better understand that disconnect, and we explored this key question:

How can we best support the cultural life of Cuyahoga County residents today and in the future?

Phase II included extensive learning and listening, as we gathered qualitative data from over 2000 County residents. The attached Summary of Learnings document provides details of the process. From that work, we now answer our key question:

To best support the cultural life of Cuyahoga County residents today and in the future, Cuyahoga Arts & Culture must:

- Continue to support a wide variety of Cuyahoga County's cultural institutions, artists and creative people, to develop and present arts and cultural programs to the public; and
- Acknowledge that there are significant differences in the way arts and culture are experienced among different segments of our community, and find ways to recognize and equitably support our community's varied cultural ecology.



Our mission will continue to be our primary guide to accomplishing this work. We also reaffirm a new vision and new set of values that will, together with our mission, support all of our efforts.

MISSION

To inspire and strengthen the community by investing in arts and culture.

VISION

All Cuyahoga County residents can experience a meaningful cultural life.

VALUES

CONNECTION

we believe we can go farther together. We nurture the relationships that we have and actively seek out new partnerships that will enable us to better serve the entire population of the County.

DISCOVERY

we value continuous improvement and strive to bring a spirit of innovation and creativity to all of our work. Recognizing that stewardship of resources can require us to act boldly as well as thoughtfully, we actively seek out new opportunities in line with our values.

EQUITY

we recognize that our society is challenged to overcome a complex web of social, economic, educational and other inequities, and we believe that CAC is responsible for operating with an awareness of legacies of privilege and power that have effects on opportunity, access and resources. This awareness will inform all of our policies and practices, including funding criteria, program development, hiring, and resident engagement.

SERVICE

we exist to support all of Cuyahoga County's residents and strive to lead by listening and acting in partnership with our cultural partners and community residents.

STEWARDSHIP

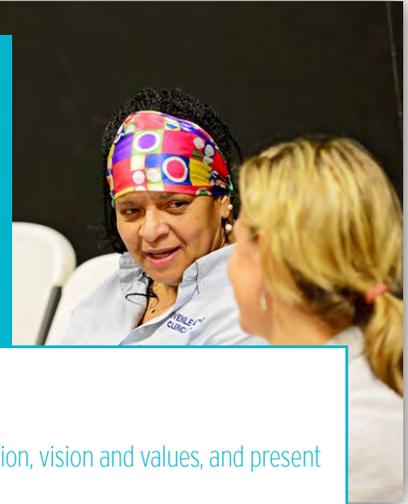
we are accountable to all County residents for ensuring that resources – both human and financial – are managed prudently and to their best use now and for years to come.

TRUST

we operate with integrity and strive to be worthy of the public's trust. We operate transparently and openly, and we assume positive intent, actively seeking the best in each person and situation.

I CONTINUE TO SUPPORT A WIDE VARIETY OF CULTURAL ORGANIZATIONS, ARTISTS AND CREATIVE PEOPLE

CAC will pursue our responsibility to cultural organizations, artists and creative people by sustaining our operating and project grant programs, as well as our technical assistance services and related programs. We will align all of our program guidelines and policies around our mission, vision and values, taking care to implement program changes thoughtfully and with a spirit of partnership and collaboration.



Next Actions

- In the first half of 2017, CAC will create its 2018 grant program guidelines, ensuring alignment with CAC's mission, vision and values, and present them for board approval.
- Throughout 2017, CAC will create a portfolio of learning opportunities for cultural organizations, to help them achieve their goals.
- Throughout 2017, CAC will seek input from cultural partners and residents and use that input to inform its work.
- In the second half of 2017, with the support of the National Endowment for the Arts, CAC will work with partners to provide paid opportunities for institutions and artists to present programming for residents on the newly designed Public Square.

II EXPLORE WAYS TO RECOGNIZE AND EQUITABLY SUPPORT OUR COMMUNITY'S VARIED CULTURAL ECOLOGY

CAC will pursue its second responsibility by focusing on three opportunities:

1. Engaging with residents and expanding our understanding and support of the diversity of the contemporary creative practices and cultural traditions of the African American, Latino, Asian, Middle Eastern and ethnic European peoples in our County.
2. Experimenting with ways to expand our support at the neighborhood level, particularly in parts of the County that currently lack meaningful CAC support for their cultural assets.
3. Exploring ways for people to actively participate in the arts – making and doing themselves – both in neighborhood locations and in cultural institutions



Next Actions

In the next 18 months, CAC will experiment with different approaches to these three opportunities. These experiments might include:

- Conducting assessments in neighborhoods currently lacking CAC support, in order to better understand what local cultural assets are and how we would deliver support that would best benefit neighborhood residents.
- Piloting projects that can expand access by supporting quality arts programs and artists in public libraries, parks and other community centers in underserved communities.
- Testing communications strategies that help broaden public awareness of existing cultural offerings, utilizing media relationships and ClevelandArtsEvents.com.
- Providing learning opportunities for organizations and artists that will help them build the skills necessary to expand and improve their social engagement and civic leadership.

We have allocated human and financial resources in the 2017 operating budget that will allow us to begin this experimentation. As we learn what works, we will need to think carefully about ways to make these efforts sustainable for the long term. Based on the results of these experiments, staff will return to the board in the second half of 2018 with a proposal for implementing one or more initiatives that will enable us to better serve our community's cultural ecology.

FreshWater

Covering what's next in Cleveland. —>

Street level 'Voices and Vision' inform Cuyahoga Arts and Culture's next 10 years



When voters overwhelmingly approved the extension of a cigarette tax in 2015 to renew 10 years of funding for Cuyahoga Arts and Culture (CAC), the public agency's officials were faced with defining what they had gotten right since their 2007 inception and what the organization needed to do to improve its organization's grant programming.

"It's been about 10 years and we're one of the biggest public funding agencies in the nation," says CAC deputy director Jill Paulsen. "The levy passed in November 2015. We have 10 years under our belt, and we had to decide what we are going to do in the next 10."

"People from all across the county - in all kinds of neighborhoods and demographic groups - recognize the value of culture in their lives and want more of it." - Cuyahoga Voices and Vision

Since its launch, the organization has invested \$158 million in more than 300 organizations big and small across Cuyahoga County.

Considering the 2015 renewal passed by 75 percent, it's safe to say the community is pleased with much of that work.

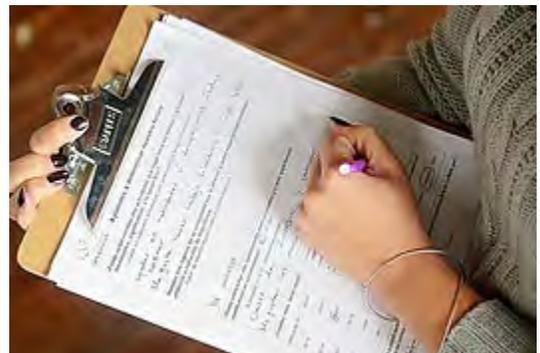
CAC officials, however, are not content to rest on their laurels.

A comprehensive plan

In order to shape the organization's future, CAC assembled an 18-member street team to attend various events and around the county and hear what residents had to say about the arts. The team asked residents how they get involved in arts and culture, what they would like to see more of and what they find lacking.

"We worked with the community, talked to more than 1,200 people," says Paulsen, "and it became a more comprehensive plan."

CAC also organized eight focus groups to further solicit feedback from 175 residents; distributed 8,000 surveys, and last May convened a half-day meeting of 175 artists, cultural institution leaders and community members to discuss the



future of CAC programming. The different forms of outreach aimed to include a more diverse group of people.



“Not everyone’s online,” Paulsen says of the street team’s and listening groups’ efforts. “[The street team] was a way to get out and reach a targeted group in unique locations.”

The street team hit nearly two dozen events, institutions, festivals and community celebrations – from [Wade Oval Wednesdays](#) in University Circle, [Family Unity at Luke Easter Park](#) and the [Latino Festival and Puerto Rican Parade](#) at Voinovich Park to [Lutheran Metropolitan Ministries’](#) men’s shelter at [2100 Lakeside](#), the [Jennings Center for Older Adults](#) in Garfield Heights and [MyCom](#) youth program in Shaker Heights.

“We tried to find a real mix of places,” says Paulsen. “The street team did a nice job talking to a broad range of demographics.”

“People are drawn to activities in places where they feel welcome and comfortable.” - Cuyahoga Voices and Vision

The face-to-face feedback and insight helped CAC create its [Cuyahoga Voices and Vision](#) plan, which [debuted](#) last month.

“It’s really about the next decade,” says Paulsen of the sweeping plan. “It shows what we heard from residents and what’s meaningful to them in terms of arts and culture. It’s going to shape how we provide our services as a public agency in the coming years.”

Street level view: volunteer experiences and insights

“It was fascinating to go around and have conversations and connect with residents,” says CAC resident engagement manager Jessica Kayse. “We asked what they’d like to see in arts and culture and how they are personally involved. The ability to connect with folks was amazing and the street team really hit the ground running.”

Kayse says the team realized that arts and culture can be subjective. “It’s how we experience it,” she says. “After the survey at 2100 Lakeside, a lot of people talked about the importance of Public Square and access to the main library. They were excited about the accessibility of Public Square. We thought the library was for access to the internet, but they said they came to read and talked about the aesthetics of the library and how beautiful it is.”

To get an idea of what the outreach campaign was like as it unfurled, *Fresh Water* sat down with two CAC volunteers to hear about their experiences.

Katy Koran: “I felt like I was making friends with people.”

Katy Koran, who has been a [volunteer] member of the CAC for two years – previously as a cultural liaison – thought the community outreach was a great way to learn what residents want. Koran, who works as the [Cleveland Clinic Arts and Medicine Institute](#), attended four events last summer as part of the street team, including the [Star Spangled Spectacular](#) in Public Square.

“That event was huge,” she recalls. “So many people came out for that. It was a



great chance to talk to people about what they like to do when they're not working, where they like to go, and what they'd like to see more of in the community."

The Euclid resident met a wide range of people from a variety of backgrounds and ages, from under 15 years old to over 70. Their responses ran the gamut as well.

"I heard everything from 'I don't really do anything, I like to sit on my porch,' to 'I go to all the festivals,' to 'there are so many events I can't get to them,'" Koran recalls. "I felt like I was making friends with people."

She recalls speaking with a fifty-something Akron couple at the Star Spangled event who were on a date. "It was kind of cool to hear all the things they're interested in," she recalls. "We found people who were traveling from all over to just consume the culture in Northeast Ohio."

Koran approached another group at the event, some ladies sitting in lawn chairs who proudly declared they go to the event every year. "There were so many people who were saying 'Cleveland is an awesome place, with so many opportunities,'" she recalls. "'We're happy to see more.'"

Koran also noted that one group of people – young parents – felt there weren't enough cultural activities for kids in the afternoons and on the weekends, while others felt there are too many events going on. Koran says she found others who felt the choices are seasonal.

"They said there's a ton to do in the summer, and their weekends are packed," she reports, "but then winter comes and there's not really much to do."

Overall, Koran believes the street team's findings were a great asset to helping CAC define its future goals.



"I think it's a start," she says. "It's one piece of the puzzle."

Rahim Basit**Rahim Basit: pushing for diversity**

Rahim Basit, who works as a warehouse manager at [Jakprints](#) and lives in the Union Miles neighborhood, got involved with CAC three years ago. An artist himself, Basit helps other artists write grants and secure support for their projects. He thought CAC would provide a good "creative compass" for his own work.

"I'm involved in the arts and try to be involved in everything going on in the city," Basit says. "I thought the street team would be interesting. With the street team, I asked questions and got a feel about what other people were thinking about arts in the community. I got to work with a great group of people and I really enjoyed it."

Basit, who went to places like the [North Union Farmers Market](#) at Crocker Park, [Night Market Cleveland](#) in Asiatown, and festivals in what he calls "the lower east side" of Cleveland – Union Miles, Mt. Pleasant, Glenville and Collinwood – solicited similar input from people around the city.

"I met a lot of different individuals and listened to what they wanted to see and compared it to what people in the inner city wanted to see," he notes, adding that people tend to attend events they know in areas they know. "They pretty much wanted the same thing." He adds that access plays a big role, as does just knowing a program exists. For instance, the people he met at events at the recreation centers and churches weren't necessarily aware of the theaters or concert venues in the neighborhood, and vice versa.

"People like what they like," Basit says. "They don't recognize [another option] when they see it. I grew up being interested in a lot of cultural things. I like the theater, so I know about it. A lot of times, you may not know if you're into it or not if you've never experienced it before."

Hence Basit contends CAC needs to ensure residents in all neighborhoods are aware of events and opportunities around the city.



"They need to bring people out in the community to experience more things," he explains. "When you get out of your comfort zone you may find yourself wanting to be a part of it. I think that's an area that could use some work — engage the community more and inform people of what's out there."

One idea that Basit has is to start a "cultural exchange" program of sorts, in which an annual event from one neighborhood is held in another. He cites Collinwood as a local enclave that's found the secret to mixing it up.

"In the past two years, they've done that a lot," Basit says of the venerable shore community. "They have diverse cultural and art offerings and it's worked out spectacularly. That's something I've been pushing for in the last few years, trying to bring diversity in."

A focus on equity

Three themes emerged from the findings of the street team and listening groups. First, many people feel access to some of the area's cultural institutions is difficult — be it the cost of admission or distance to a location. Second, residents want more hands-on activities that teach. Third, many survey respondents felt that cultural events are often geared toward the elite and a mostly white audience.

"Many people are put off by the formality, norms of dress and decorum at some cultural institutions." - Cuyahoga Voices and Vision

"Equity will be a large focus of our work as a public agency going forward — as it is with many public agencies nationwide," explains Paulsen. "We've learned that race, class, even where people live can be barriers to taking part in arts and culture in Cuyahoga County, but there's no shortage of desire to experience those things."

As the organization steps into the next 10 years, CAC intends to prioritize programming accessibility, whether it means bringing events to specific neighborhoods or creating new partnerships. The organization will also ensure that people across all races, incomes and education levels feel included in its programming and funding.

"We can make an impact by supporting organizations so they can bridge these gaps," continues Paulsen. "We can also make it easier for groups that are already working in their communities — but have yet to receive CAC funding — to be able to tap into public funds."

Photos by: McKinley Wiley - The Darkroom Co.



Team Objectives for 2022

Mindful of the [agreements](#) that we have made with one another, and grounded by CAC's [Mission, Vision & Values](#), we state the following objectives for 2022:

Grantmaking: Supporting nonprofits and creatives

1. Throughout 2022, continue to provide high quality service to 300+ arts nonprofits as they: close out 2021 grants, carry out their 2022 grants, and seek 2023 funding.
2. By the end of Q1, evaluate our grantmaking and ensure equity threads through each stage of the process.
3. Throughout 2022, provide technical assistance to address the goals and funding priorities of each grant program; work with Assembly in their development of sector-wide racial equity programming; deepen our commitment to BIPOC organizations and employees.
4. By Q4, work in coalition with other local grantmakers, to establish a grantee demographic data collection process, support grantees in the respectful implementation of this work.
5. Invest in and support the work of our Resident-Led grantmaking and Support for Artist grantees, focusing on BIPOC artists and residents. Work with Assembly to expand regional/national funding sources to launch new programming that meets artists' needs.

Communications: Connecting with residents

1. In response to the pandemic, provide consistent and transparent communications to grant recipients, stakeholders, and the public regarding CAC funding, emerging funding and support opportunities, and participation in CAC-funded events.
2. In Q2-3, launch an updated CAC website to provide helpful information to current/potential grantees and demonstrate the impact of CAC funding to residents.
3. Throughout 2022, promote the work of Assembly by raising awareness about opportunities that benefit CAC grantees, including racial equity training and support and efforts to secure additional public funding.
4. Every month use media partnerships and communication channels to highlight how CAC-funded organizations are addressing racial inequities in the arts, while also spotlighting BIPOC-led and serving organizations.
5. Build community by offering virtual Arts and Culture Network Nights for artists, residents, and grant recipients to connect and mobilize around key community issues; bring Assembly into this work.

Effective Teamwork and Operations

1. Steward public funds in a responsible and transparent manner.
2. Co-lead with Assembly, efforts to expand public funding for the arts, including securing local ARPA funds that would be distributed to nonprofits by CAC, and supporting Ohio Citizens for the Arts statewide coalition efforts.
3. Throughout 2022, with the support of the Core Racial Equity Working Group and through active participation in the Government Alliance for Racial Equity, take actions to become a more anti-racist, multicultural organizational culture. Report back quarterly on 2022 CREW goals.
4. Continue our commitment to professional development and self-care for each team member, especially as we manage through the pandemic and a transition to a hybrid work from home/office schedule; make time to celebrate our successes.