

Northeast Ohio's Arts & Culture Plan

A Report on Progress

6.1.07

An assessment report
prepared by:



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introduction

The counties of Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit define the geographic location of one of our nation's foremost centers for the production and presentation of world-class arts and culture. Northeast Ohio's extraordinary cultural assets have been and continue to be a vital force for the development of the region's economic, educational and community resources.

Northeast Ohio arts and culture organizations and professional artists exist in a local environment that has experienced significant economic and social changes over the last two decades. By the mid-1990's, the future of a number of cultural institutions was being challenged by growing financial threats. This was a problem that jeopardized the strength of the arts and culture sector. In response to these threats, The Cleveland Foundation formed the Civic Study Commission on the Performing Arts to explore the extent of the issues and identify solutions. A key recommendation called for a process to create a communitywide arts and culture plan for Northeast Ohio.

The Cleveland Foundation and the George Gund Foundation launched the Community Partnership for Arts and Culture (CPAC) in 1997. CPAC's purpose was to work with arts and culture stakeholders and the public to create a community-centered arts and cultural strategic plan. Over 30 months, CPAC facilitated 42 public forums and conducted nine research projects that produced a unique set of 4 goals, 12 objectives and 42 strategies. Distilled to its basic elements, the planning process was direct in its approach, inclusive in community participation and transparent in its findings. Through the facilitated public meetings, participants articulated issues and offered solutions for consideration. Concurrently, research was conducted to analyze the issues and test the solutions raised by more than 1,000 arts and culture stakeholders and public participants. The broad and diverse public nature of the planning process meant all types of organizations and various community leaders within and outside of the arts and culture sector had a share of or interest in the final plan. Northeast Ohio's Arts & Culture Plan (the Plan) was presented to the public in May 2000.

Much of the plan has been achieved and addressed through the causes of numerous organizations and individual leaders over the last seven years. CPAC's Progress Assessment of the Plan is based on identifying and documenting those actions taken relative to the Plan's strategies. CPAC staff sought feedback from key community leaders throughout Northeast Ohio to help in the effort to understand the progress related to each of the Plan's strategies. Northeast Ohio's Arts and Culture Plan was intended to be a blueprint that presented 42 strategies that correlated to what the community said it needed to strengthen its arts and culture assets.

The following report highlights the many advancements our community has made regarding each of the Plan's four goals: Access (to effectively connect the region's people to arts and culture); Learning (to establish lifelong arts and cultural education); Partnership (to make arts and culture a partner in neighborhood, community and regional development); and Resources (to develop financial and other resources to sustain and grow the arts and cultural sector).

This Progress Assessment represents only a sampling of the many activities that have contributed to the Plan's advancement. CPAC encourages readers of this assessment to share other plan-related actions by reporting those examples via e-mail at info@cpacbiz.org.

Objective I – Build comprehensive public information programs

- *Strategy I – Develop print and electronic materials by May 2002 that will:*

Examples/Actions

- *promote the value and diversity of arts and culture*

Northeast Ohio has seen an increase in the number of publications promoting arts and culture and its many benefits (both intrinsic and instrumental). Magazines such as *Angle*, *Artefakt* and *Artist Review Today* raise awareness of the region's varied arts and cultural opportunities and serve to initiate dialogue about the region's strengths and weaknesses in the arts and cultural realm. Established publications have provided new outlets for arts and cultural dialogue. The *Plain Dealer's Voices in the Arts* column provides a platform for arts and cultural professionals to express diverse viewpoints on the region's arts and culture sector. www.cpacbiz.org (formerly www.supportartsandculture.org) provides valuable information on the arts and cultural sector, specifically in terms of its impact on Northeast Ohio's educational systems, economy and quality of life.

- *highlight the region's varied arts and cultural opportunities*

The Internet has paved the way for the development of electronic newsletters focused toward specific reader preferences. coolcleveland.com, the Cleveland canvas and the Northeast Ohio Performing Arts List (NEOhioPAL) provide coverage on arts and cultural activities and timely and relevant information on programs, services and issues relating to the development of arts and cultural professionals. Radio and television programs such as 90.3 WCPN/WVIZ PBS Ideastream's *Around Noon* and *Applause*, provide for more in-depth coverage of arts and cultural programming. Print and electronic artist and gallery listing services, such as the Sparx in the City gallery guide, www.artistschair.com, www.artistsofcleveland.com, www.artistsofrubbercity.org, www.reddotproject.org, and www.tankonline.org have made it easier for art buyers to find artists and their artwork.

- *provide a calendar of events*

There seems to be no end to the number of Northeast Ohio arts and cultural calendars, online and in print. Launched in 2002, Community Partnership for Arts and Culture's www.culture4me.org website, a comprehensive cultural calendar site, was later merged into www.travelcleveland.com, a website operated by the Convention and Visitors Bureau of Greater Cleveland. Information available on www.travelcleveland.com is also available on www.artsinohio.com, a partnership of the Cleveland, Columbus and Cincinnati visitors'

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bureaus. The Cleveland Theater Collective's www.clevelandtheater.com, provides specific information on area theatrical productions of interest and has developed a calendar of events that is included in many program books around the region.

The Lake County Visitors Bureau, through its arts and culture fund, now provides a calendar of events through www.lakevisit.com/events and through a regularly published, printed brochure of events. Portage County, meanwhile, has created www.portagecountyevents.com, which lists arts and cultural activities in the county. And, the Akron Area Arts Alliance (AAAA), www.akronareaarts.org, produces both a printed and online Arts Calendar of events in the greater Akron area. The printed calendar features a four-month schedule of daily arts and culture activities provided by AAAA members. A total of 30,000 are distributed free at schools, libraries, theaters and galleries throughout Summit County.

Many media outlets offer calendars on the air, in print and on their websites. www.cleveland.com and www.clevescene.com have updated their already thorough online calendars of arts and cultural events. Northern Ohio Live magazine offers an online calendar of events, Live Times, which mirrors the monthly events that are listed in the print edition. 89.7 WKSU's calendar, Arts Link, provides information about activities as well as links to regional arts and cultural organizations.

- *serve employers as recruitment tool*

While there is still progress to be made in this area, a few organizations are providing information to "would-be" Northeast Ohioans on the value of living in the region, including Northeast Ohio's high quality arts and culture scene. www.clevelandsurprise.com, a website that launched in 2006 to assist the Defense Finance and Accounting Service in making the decision to relocate to the area, includes a well-developed list of arts and cultural amenities available to residents and visitors alike. Executive Arrangements, a company located in Cleveland, provides custom introductions to the area for candidates being recruited by local corporations. These sessions can, and often do, include trips to Northeast Ohio's cultural attractions. Recently, the Greater Cleveland Partnership, in collaboration with the Convention and Visitors Bureau of Greater Cleveland and Team NEO, formed the Cleveland Marketing Alliance, an effort to formulate a unified strategy for communicating the region's benefits to those living beyond its borders. The Marketing Alliance's website for business recruitment (www.clevelandplusbusiness.com) includes a significant amount of content about the arts and culture amenities enjoyed by residents of Northeast Ohio.

Objective 2 – Expand access to arts and cultural opportunities

- *Strategy 1 – Develop attendance incentives by May 2002:*

Examples/Actions

- *expand and create cultural ticket packages*

Cultural ticket packages are on the rise in Northeast Ohio. In recent years, the Great Lakes Theater Festival, Opera Cleveland and Ohio Ballet have teamed up to offer a subscription, the Arts Threesome, that includes two tickets each to the theater, opera and ballet. The Rock and Roll Hall of Fame and Museum has developed a package jointly with the Great Lakes Science Center, Steamship William G. Mather Museum, the Tall Ships and the Good Time III that includes tickets to each attraction. The Northeast Ohio Cultural Connection, a coalition of Northeast Ohio museums including the Cleveland Museum of Natural History, Holden Arboretum and Nature Center at Shaker Lakes, to name a few, developed a museum coupon book that provides discounts on memberships and merchandise at participating organizations.

- *strategically market programs to potential consumers*

Organizations are getting creative about encouraging arts and cultural participation. During Ohio's bicentennial, eight Lake County cultural organizations – including the Fine Arts Association, the Holden Arboretum and the James A. Garfield National Historic Site – teamed up to strategically market a three- month series of events celebrating Ohio history at each of the partner locations. In 2005, the Convention and Visitors Bureau of Greater Cleveland launched Late Out/Late In, a program designed to encourage employers to allow later arrival at work following an evening out at a cultural event.

In 2005, the Community Partnership for Arts and Culture and the Convention and Visitors Bureau of Greater Cleveland also began work with Elliott Marketing Group of Pittsburgh and 12 Northeast Ohio arts and culture organizations on a new collaborative marketing initiative designed to help arts and cultural organizations better target consumers. The project uses a collective database of the 12 participating organizations' purchase data to accumulate detailed household demographic and buying information. In its first phase, the project generated detailed data regarding more than 400,000 households. Through this project, participating organizations will increase their ability to identify new audiences and generate a better return on their marketing efforts at a lower-per-customer cost.

- *expand and create reduced-cost or free cultural promotions*

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Northeast Ohio arts and cultural organizations are increasingly making efforts to increase access to their programs and services through reduced-cost and/or free promotions. In 2001, the Convention and Visitors Bureau of Greater Cleveland, in partnership with Playhouse Square, launched Ctix, a half-price day-of-show ticket outlet at Star Plaza. In 2006, after considerable research and development, the Convention and Visitors Bureau launched an online version of the program (www.ctix.org).

Organizations themselves have also increased participation in their programs and events through discounted offerings. Examples include a special subscription offering at the Cleveland Play House for individuals under the age of 25, as well as the University Circle passport, a guide that provides maps, directions, parking information and discount coupons for University Circle cultural attractions.

Organizations also increase exposure through free, large-scale public events. The Cleveland Orchestra, for example, annually presents a free Fourth of July concert to tens of thousands of residents on Public Square in Downtown Cleveland. This event is supported through a partnership with the Cuyahoga County Commissioners.

- *Strategy 2 – Expand and design cultural tourism programs by May 2002:*

Examples/Actions

Northeast Ohio has seen significant advancements in the promotion of cultural tourism. In 2005, the Convention and Visitors Bureau of Greater Cleveland created the Arts and Cultural Tourism Center and appointed its first-ever Director of Arts and Cultural Tourism. The center is responsible for strategically marketing Northeast Ohio as a destination for arts and culture and providing services that assist organizations with marketing their arts and cultural programming.

- *offer lodging/meal/ticket packages*

The Convention and Visitors Bureau of Greater Cleveland works with restaurants and hotels to design combined discount packages for arts and culture tourists. Arts and culture organizations have also made independent efforts to offer lodging, meal and ticket packages to tourists. Cleveland Public Theatre, for example, created a bed-and-breakfast package that connects audience members with dining and lodging options in the Detroit Shoreway neighborhood. The Rock and Roll Hall of Fame and Museum, meanwhile, has crafted packages that include tickets to the museum, hotel stays, dining and parking arrangements.

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- *train hospitality staff to promote cultural events*

The Convention and Visitors Bureau of Greater Cleveland, through its Arts and Cultural Tourism Center, has launched Experience Cleveland, an initiative designed to educate hospitality staff about area events and activities.

- *Strategy 3 – Bring arts and cultural activities to neighborhoods as early as May 2003 but no later than May 2006:*

Examples/Actions

- *continue developing fairs and festivals*

There has been an increase in the number of neighborhood festivals since the launch of Northeast Ohio's Arts and Culture Plan in 2000. Festivals such as Arts Collinwood's Waterloo Arts Festival, the Flats Arts Festival, and ArtJam have increased neighborhood access to arts and cultural activities. Festivals such as the Urban Gallery Hop, Ingenuity Fest and Wade Oval Wednesdays have packaged and marketed existing arts and cultural product in a way that is exciting and accessible for residents and visitors alike. These festivals have also increased local cooperation between artists, gallery owners and arts and cultural institutions.

- *expand arts and cultural events in parks/recreation centers*

Parks and recreation centers have become presenters of arts and cultural programming over the years. Through their Parks for People program, ParkWorks and the City of Cleveland Bureau of Cultural Arts are working to bring more arts programming to parks in the area. The Bureau of Cultural Arts has also initiated the Mural My Neighborhood program, which brings skilled mural artists and children together to reinvigorate neighborhoods through the development of murals, and Parkworks has partnered with the Western Reserve Historical Society to bring the Smithsonian in the Neighborhood program to Cleveland. The Cuyahoga Valley National Park Association has created an Artist-in-Residence program to more fully integrate the arts into the educational programming of the park as well as to provide performing and visual arts programs in the park. The Cleveland Metroparks offer arts and cultural programming in its many parks on a regular basis.

Walk and Roll Cleveland was launched in the summer of 2006 on two consecutive Sundays at the historic Rockefeller Park and Cultural Gardens. On these two days, the boulevard running through the length of the park was closed off to motor vehicles, allowing pedestrians, bicyclists and roller bladers full use of the boulevard during the event. Throughout the park at

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multiple locations, various arts and cultural activities occurred, including live music, outdoor theatre and opportunities for the public to participate in visual art activities.

- *expand and create portable arts and cultural programs*

A number of arts and cultural groups have sprung up to provide programming in nontraditional settings. Charenton Theatre Company has presented site-specific free theatre throughout Cleveland in places such as park benches, bars and even cemeteries. Groundworks Dance Theater, through its Landmarks Series, offers dance programs in historic venues ranging from churches to Akron's Ice House. Apollo's Fire, Cleveland's Baroque orchestra, travels to downtown and suburban churches to present their work, and the Cleveland Shakespeare Festival has partnered with organizations such as the Fine Arts Association in Willoughby to offer Shakespeare in nontraditional settings. Red {an orchestra} and CityMusic Cleveland also offer portable music aimed at being more accessible to potential audiences.

- *Strategy 4 – Develop transportation planning collaborations as early as May 2004 but no later than May 2006:*

Examples/Actions

- *route public transit to arts and cultural events and facilities*

The Greater Cleveland Regional Transit Authority (RTA) is a significant supporter of arts and culture. During Sparx in the City's Urban Gallery Hop, the RTA offered a special circulator bus route that picked up and dropped off individuals at neighborhoods participating in the event. The RTA also recently launched a trip planner on its website. This new trip planner allows a person to select a cultural destination as a starting point or ending point and will provide the rider information detailing which service routes they need to take to get to or from that destination.

The Peninsula Art Academy, located within the Cuyahoga Valley National Park, will become an official stop along the Cuyahoga Valley Scenic Railroad, a popular tourist attraction running throughout Northeast Ohio. During their stop at the Peninsula Art Academy, riders will have an opportunity to participate in a short arts and craft project, such as glassblowing, before re-boarding the train.

- *expand and develop public transit cultural programs*

The RTA's Arts in Transit program has placed art on permanent display in rail stations, transit centers and on the walkway to Gateway in downtown Cleveland. Together with Cleveland

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Public Art, RTA is involved with managing the public arts component of the Euclid Corridor Transportation Project. The RTA has also launched Moving Minds: the Verse and Vision Project. This project, produced jointly with the American Institute of Graphic Artists and the Poets and Writers League of Greater Cleveland, places interior vehicle cards of poetry and graphic art on buses in the Cleveland area.

learning

ESTABLISH LIFELONG ARTS AND CULTURAL EDUCATION

Objective I – Develop cultural education collaborations

- *Strategy 1 – Build websites and distance learning programs that link artists, organizations, teachers and learners by May 2002:*

Examples/Actions

- *include catalog of K-12 cultural programs*

Young Audiences of Northeast Ohio provides an online and print listing service of arts and cultural programs available through artists and arts and cultural organizations. The Akron Area Arts Alliance offers a similar online listing of member organizations' educational offerings for schools and youth organizations throughout Summit, Medina and Portage counties.

Previously, the Community Partnership for Arts and Culture provided a catalog of education and outreach programs offered by arts and cultural organizations in Northeast Ohio that was available electronically through www.culture4me.org. In addition, several arts and culture organizations have begun to offer distance learning programs via the Internet, including 90.3 WCPN/WVIZ PBS Ideastream, the Cleveland Institute of Music, the Cleveland Museum of Art, the Great Lakes Science Center and University Circle, Inc.

- *include catalog of adult continuing education programs*

While progress is still being made toward this specific strategy, the formation of the Cleveland Arts Education Consortium has laid the groundwork for the development of comprehensive sources of information concerning arts and cultural education programs for children, adults and seniors. This group of 33 nonprofit arts and cultural organizations, all with at least two years experience providing arts and cultural education, meets regularly to discuss issues of common cause.

- *Strategy 2 – Assist artists and organizations to promote their programs and services by May 2002:*

Examples/Actions

- *conduct arts and cultural education trade shows*

Collaboration in Northeast Ohio's arts and cultural education community has grown significantly since the launch of the plan. Fair on the Square, coordinated by Playhouse Square Foundation, is an annual event that showcases the arts and cultural education and field trip opportunities offered by 60 organizations in Northeast Ohio.

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ESTABLISH LIFELONG ARTS AND CULTURAL EDUCATION

- *link sponsors to cultural education programs*

The Human Fund is a nonprofit organization that was created in 2004 to “effectively support arts education programs for the under-served youth of the city of Cleveland, providing ongoing involvement and a commitment to funding several arts programs annually.” The Human Fund raises money to support arts-related programs within the Cleveland Municipal School District, such as for the All-City Arts Programs and for neighborhood arts organizations that provide services to Cleveland’s children.

The Jewish Community Center of Cleveland and Foundation Management Services both operate initiatives designed to assist donors with funding arts and cultural programs.

- *Strategy 3 – Support professional development institutes for arts educators, artists and classroom teachers by May 2002:*

Examples/Actions

A number of programs have emerged to advance the skills of artists, arts educators and classroom teachers with regard to arts education. Cleveland State University’s Summer Institute for Teachers provides a week-long graduate-level course for teachers interested in learning how to use the arts as an effective classroom tool; eight of the region’s arts and cultural institutions participate in the program. Through its Partners in Performance Program, Playhouse Square Foundation offers a two-hour professional development workshop that provides teachers with the tools they need to integrate field trip preparation into their daily lessons. Young Audiences of Northeast Ohio provides professional development throughout the year for teaching artists throughout Northeast Ohio. The Cleveland Arts Education Consortium put together a retreat, facilitated by Harvard psychologist Howard Gardner, to help Executive Directors understand the benefits and communicate the value of providing professional development for arts providers. The Cleveland Museum of Art operates a Teacher Resource Center that offers professional development for teachers via workshops, consultations and in-service school programs.

- *Strategy 4 – Create professional development fellowships as early as May 2002 but no later than May 2004:*

Examples/Actions

The Cleveland Foundation, in collaboration with National Arts Strategies, has underwritten professional development fellowships for arts managers to attend the Executive Program for Nonprofit Leaders – Arts at Stanford University.

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ESTABLISH LIFELONG ARTS AND CULTURAL EDUCATION

Objective 2 – Integrate arts and culture into K-12 curriculum

- *Strategy 1 – Expand arts and cultural curriculum services to more schools by May 2002:*

Examples/Actions

Significant progress has been made to integrate arts and culture more consistently into the K-12 curriculum. The Cleveland Integrated Arts Collaborative, a coalition of artists, arts and cultural groups, funders, parents, civic groups and corporate representatives, has received funding from the Ford Foundation to create a curriculum and system of delivery to ensure every child in the Cleveland Municipal School District has an integrated arts experience. This work helped to form the basis of Arts Standards within the school district, which were the first to be implemented in the state of Ohio since the Ohio Department of Education mandated public schools to create standards in all core curriculum areas. Separately, the National Young Audiences is working to set up arts-based curricula and extensions through its Arts for Learning Program. Cleveland will serve as one of eight national test sites, which will engage 4th graders and 5th graders, as well as 30 local teachers.

Individual arts and culture organizations are also taking a lead in linking their work into school curricula. The Children's Concert Society of Akron (CCS), for example, works directly with schools to enhance their music education offerings; the organization reaches more than 60,000 students annually. CCS staff supplements and enriches in-school music education experience by arranging in-school concerts for students to perform and by offering after-school music instruction. Their programs are open to all children in the Akron community, encompassing many diverse socio-economic and cultural backgrounds and are specifically structured to conform to curriculum guidelines of the public school system.

- *Strategy 2 – Expand artist residency programs to more schools by May 2002:*

Examples/Actions

Northeast Ohio has seen an expansion in the number of artist residency programs serving the schools. Perhaps the most comprehensive source of residency programs in the region is Young Audiences of Northeast Ohio's ICARE (Initiative for Cultural Arts in Education) program, which provides schools and arts and culture organizations with funding for arts and cultural education projects through a competitive grant process. Funded projects also receive access to professional development opportunities and marketing of the project through publications, web site posting and presentations at conferences.

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ESTABLISH LIFELONG ARTS AND CULTURAL EDUCATION

A number of Northeast Ohio arts and culture organizations also operate their own artist residency programs. These include Art House, the Broadway School of Music and the Arts, the Cleveland Play House, the Creative Writing Workshop, Dance Africa Dance, Duffy Liturgical Dance Ensemble, Great Lakes Theater Festival, Groundworks Dance Theater, Kulture Kids, Opera Cleveland, the Poets' and Writers' League of Greater Cleveland, the Rock and Roll Hall of Fame and Museum, Roots of American Music and SPACES Gallery. Both Young Audiences of Northeast Ohio and Fine Arts Association in Willoughby operate artist registries for individuals and groups interested in finding teaching artists.

- *Strategy 3 – Link students with the arts and cultural community by May 2002:*

Examples/Actions

- *provide internships with artists and cultural organizations*

The Cleveland Foundation has a well-developed summer internship program that places undergraduate and graduate students in internships at arts and cultural and other nonprofit organizations. A number of local arts and culture organizations support interns through Summer on the Cuyahoga, a program that provides Case Western Reserve, Colgate, Cornell, Princeton, Smith and Yale students with paid summer internship experiences in Cleveland.

Playhouse Square Foundation operates a mentoring program for high school students, and Young Audiences of Northeast Ohio operates ArtWorks, an artist apprenticeship program for high school students. Numerous arts and culture organizations offer additional paid and unpaid opportunities throughout the year and at the high school, undergraduate and graduate levels.

- *Strategy 4 – Convene higher education leaders to create teacher training strategies through developing more arts and cultural training as early as May 2002 but no later than May 2004:*

Examples/Actions

To date, no examples of progress toward this strategy have been identified.

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ESTABLISH LIFELONG ARTS AND CULTURAL EDUCATION

Objective 3 – Communicate the value and benefits of arts and cultural education

- *Strategy 1 – Report regularly on the state of cultural education (to be established as early as May 2002 but no later than May 2004):*

Examples/Actions

- *provide data on student academic performance and behavior*

The Cleveland Arts Education Consortium conducted the Kennedy Center Audit for arts education with the Cleveland Municipal School District. This audit incorporated feedback from teachers, administrators, parents and students relating to the perceived value and availability of arts experiences. The purpose of the audit was to gauge the success of the programs that are currently offered in the schools and determine if changes or additions to those offerings need to be made. Other reports have included a critical evaluation of the ICARE program, a study on the impact that field trips to University Circle institutions have on participating students, a report on the status of arts education funding and a side-by-side comparison of the academic performance of Cleveland School of the Arts students compared to the average performance of high school students in the Cleveland Municipal School District and statewide.

- *distribute reports to community leaders and the region*

The above reports are regularly distributed to elected officials, foundation representatives and other civic leaders.

- *Strategy 2 – Advocate for effective local and state education policies to be established as early as May 2002 but no later than May 2004:*

Examples/Actions

- *create public service messages*

The Cleveland Arts Education Consortium and the Cleveland Integrated Arts Collaborative are both looking to build broader support for arts education through advocacy efforts. The Fine Arts Association (FAA) in Willoughby and other Lake County partners have worked to inform private and public educators about the importance and availability of arts education to the academic performance of their students. FAA has also met with state and federal legislators regarding the importance of the arts and culture sector in that regard.

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ESTABLISH LIFELONG ARTS AND CULTURAL EDUCATION

- *create promotional materials*

In 2000 and 2001, The Community Partnership for Arts and Culture collaborated with Americans for the Arts and the Ad Council to promote arts and culture education through Northeast Ohio's media. The campaign's "*Art. Ask for More.*" public service announcements were aired numerous times on several Northeast Ohio radio stations.

- *develop data-driven public relations programs*

The Ford Foundation is developing a national media campaign, in collaboration with groups such as the Cleveland Integrated Arts Collaborative, that will focus on the value of arts education.

partnership

MAKE ARTS AND CULTURE A PARTNER IN NEIGHBORHOOD, COMMUNITY AND REGIONAL DEVELOPMENT

Objective I – Develop collaborations among the cultural, public and private sectors

- *Strategy 1 – Provide technical support for collaboration by May 2002 at the latest:*

Examples/Actions

Collaboration between Northeast Ohio's arts and culture sector is taking place regularly. The Community Partnership for Arts and Culture (CPAC) facilitates the Arts and Culture Roundtable and previously the Cleveland City Council Arts and Cultural Summits. CPAC has provided more than 1,000 technical assistance consultancies to arts and culture organizations and artists since the Plan's release. A significant portion of these meetings focused on building partnerships and collaborations with other individuals and organizations in Northeast Ohio. One example was a series of meetings held with the Cleveland Cultural Collaborative (the Cleveland Botanical Garden, the Cleveland Museum of Natural History and the Western Reserve Historical Society) as they developed a request for proposal to conduct a feasibility analysis of shared services.

- *Strategy 2 – Create task forces to address public policy issues of mutual concern by May 2002*

Examples/Actions

The Cuyahoga County Board of Commissioners formed the Cuyahoga County Cultural Leadership Taskforce to make recommendations regarding the distribution of local public sector funds for arts and culture. As a result of the taskforce's work, the Cuyahoga County Board of Commissioners adopted a set of guidelines for the distribution of funds in the event that a source of local public sector funding for arts and culture be identified. Subsequently, the Cuyahoga County Arts and Culture Action Committee was formed to raise funds and advocate for a ballot issue in support of local public sector funding for arts and culture in Cuyahoga County.

- *Strategy 3 – Develop neighborhood cultural programs for adults, families and youth by May 2002*

Examples/Actions

A number of arts and cultural organizations have stepped up to provide services to traditionally marginalized individuals. Cleveland Public Theatre, through its programs such as Brick City Theatre, STEP, Y-Haven Theatre Project and Women's Voices Project, encourages dialogue about the issues facing these individuals and provides an outlet of expression for those not traditionally involved in the creation of art. The Thea Bowman Center, located in the Mt. Pleasant neighborhood of Cleveland, provides musical instruction for area youth. The

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MAKE ARTS AND CULTURE A PARTNER IN NEIGHBORHOOD, COMMUNITY AND REGIONAL DEVELOPMENT

Passport Project, through its Global Community Arts Center, offers small group discussions, workshops and classes that encourage “respect for diversity and rejection of racism”. The MAD Factory in Lorain County provides youth with education and performance experience in music, arts and drama. MAD uses the arts to provide meaningful learning experiences to children that have not performed well in traditional classroom environments. They have served over 2000 children and provided full scholarships to nearly 75% of all participants.

- *Strategy 4 – Foster cultural investment from private developers, such as incentives for cultural districts and heritage areas, by May 2002:*

Examples/Actions

Private developers, such as David Perkowski, have recognized the impact arts and cultural investment can have on neighborhoods throughout Northeast Ohio. Perkowski’s Cleveland-based live/work facilities at the Tower Press Building and Hyacinth Lofts have become hubs of activity for the creative workforce. A special feature of Perkowski’s buildings is the subsidized housing rates offered to artists that make it through a competitive review process. Other Live/Work buildings such as Loftworks, the 1300 Building, the Art Craft Building and the 1400 building have also become hubs of creative activity. Other districts in development include the Gordon Square Cultural Arts District, the Cleveland District of Design and the University Arts and Retail District.

- *Strategy 5 – Foster cultural competitions, festivals, trade shows and events as early as May 2004 through May 2006, in order to further the region’s national/international cultural reputation:*

Examples/Actions

A number of festivals have developed since the plan’s release in 2000. The Rock and Roll Hall of Fame’s CMJ Music Festival, the Ingenuity Festival of Art and Technology, Sparx in the City’s Street Beats and Urban Gallery Hop and the Cleveland Play House’s Fusion Fest have garnered considerable attention locally and nationally. In 2005, Cleveland hosted the International Children’s Games, the first time in the Games’ 38-year history of the competition that an American city hosted. During this week-long event, numerous Northeast Ohio arts and culture groups were showcased to the international delegation of visitors.

Sankofa Fine Arts Plus’ Fine Arts Expo and Art House’s SEAN’s Mix and Mingle have provided opportunities for artists to connect buyers and distributors for their work. Competitions such as the Cleveland Arts Prize, Guitarmania and public art competitions related to the Euclid Corridor Project, the Detroit Superior Bridge, Superior Avenue streetscape improvements, the Great Lakes Science Center Wind Turbine and the Cleveland Environmental Building have

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MAKE ARTS AND CULTURE A PARTNER IN NEIGHBORHOOD, COMMUNITY AND REGIONAL DEVELOPMENT

raised awareness about the value of artists in the community.

The Arts Alive! Award reception is a celebration of arts and culture that is held every two years. It recognizes outstanding achievement in the visual, musical and performing arts plus volunteerism, leadership and support from the Akron area. The gala evening is filled with exciting entertainment, grand dining, arts auction and awards ceremony.

Objective 2 – Create arts and cultural “think tanks”

- *Strategy 1 – Conduct idea exchanges between various groups no later than May 2002:*

Examples/Actions

- *cultural and civic organizations*

A number of groups have come together since the release of the Plan to discuss issues of common cause. The Best Practices Group, a coalition of organizations representing green building, public art and greenspace are collectively working to influence private development. The group established Building Cleveland by Design, a two-year pilot project that will encourage intelligent design of urban space, including the development of public art. In Lake County, the Fine Arts Association and Lakeland Community College are embarking on an initiative to leverage their collective resources as a catalyst for cultural development in the county. Also in Lake County, the “Beggars Banquet” provides an opportunity for area development directors to meet on a regular basis. The Community Partnership for Arts and Culture facilitates the Arts and Culture Roundtable, a regular meeting of arts and cultural professionals and individual artists, to discuss and act on topics such as collaboration, marketing and public policy.

- *artists and their communities*

Nonprofit and civic organizations are providing forums for artists, arts and cultural leaders and their communities to discuss art and culture and its value. In 2003, the City Club New Leaders commissioned a series of discussions on the role of the arts in the economy. The Cleveland Film Society, Cleveland Public Art, Cleveland Public Library and Playhouse Square have all created opportunities for artists to speak about their work and its impact in the community. The Community Partnership for Arts and Culture facilitated a number of taskforces, with support from Leveraging Investments in Creativity (a national consortium of foundations), to discuss potential solutions to challenges facing Northeast Ohio artists.

partnership

MAKE ARTS AND CULTURE A PARTNER IN NEIGHBORHOOD, COMMUNITY AND REGIONAL DEVELOPMENT

- *established and emerging cultural organizations*

Within the arts and cultural community, organizations with similar interests have created opportunities to discuss issues of common cause. The Cleveland Theater Collective provides a venue for theatre artists, organizations from the region's dance community meet regularly, the Cleveland Indy Club encourages discussion within the independent film community, the Cleveland Integrated Arts Collaborative and the Cleveland Arts Education Consortium are working to address arts education concerns and representatives from the departments of marketing and membership at various arts and cultural organizations are also meeting to discuss facts, trends and opportunities for collaboration.

The Akron Area Arts Alliance is working to foster communication and coordination among area cultural organizations and generate greater awareness and participation in the arts and humanities in all segments of the community. Through their work, they have been able to link new arts and cultural organizations with older more established ones and to help foster stability within the sector throughout the community.

- *individual artist and organizations*

Organizations are working to create stronger ties between individuals and organizations in the region. The Ingenuity Festival of Arts and Technology is initiating dialogues between artists and technology companies to help facilitate the development of arts and technology projects for the festival. The Council of Smaller Enterprises, through its newly launched Arts Network, is aiming to facilitate stronger ties between artists and its other members. The RED DOT Project is facilitating interaction between artists and corporate buyers and design professionals.

Objective 3 – Interweave cultural, public and private sector leadership

- *Strategy 1 – Recruit more public and private sector leaders to serve in the cultural sector (to begin effort no later than May 2002):*

Examples/Actions

Through the Cuyahoga County Cultural Leadership Taskforce and the Community Partnership for Arts and Culture's Leveraging Investments in Creativity planning process taskforce, a number of private and public sector leaders have brought their experience and expertise to the arts and culture sector. An examination of the boards of many arts and cultural organizations show a strong partnership between the private and cultural sector as well.

partnership

MAKE ARTS AND CULTURE A PARTNER IN NEIGHBORHOOD, COMMUNITY AND REGIONAL DEVELOPMENT

- *Strategy 2 – Involve more arts and culture leadership on civic boards (to begin effort no later than May 2002):*

Examples/Actions

Arts and culture representatives serve on civic boards throughout the community. Examples include board service at the Greater Cleveland Partnership and the Convention and Visitors Bureau of Greater Cleveland.

- *Strategy 3 – Train cultural leadership to address relevant public issues (to begin effort no later than May 2002):*

Examples/Actions

The Community Partnership for Arts and Culture has worked to strengthen the advocacy capabilities of the region's cultural leadership through its ongoing public policy efforts. Through message training of cultural leaders on the value of supporting arts and culture, involvement in the Cuyahoga County Issue 15 Health and Human Services Levy in 2003; and Issues 31 and 18 in support of arts and culture in Cuyahoga County in 2004 and 2006 respectively, the arts and cultural community has become more adept at using its considerable political power to influence regional policy.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

Objective I – Establish accountable public sector investment in arts and culture

- *Strategy 1 – Collaborate with local governments to identify revenue sources starting as early as May 2002 but no later than May 2004:*

Examples/Actions

Efforts to achieve local public sector funding for arts and culture in Northeast Ohio have resulted in new revenue sources for the arts and culture sector. The City of Cleveland adopted a percent for art ordinance in 2003, which requires all applicable capital improvement projects (those over \$350,000 and open and accessible to the public) to set aside 1.5% of their total budget toward public art or artist-led design services. That same year, the Lake County Board of Commissioners set aside a portion of the bed tax (approximately \$100,000 annually) to support Lake County arts and culture projects and the development of Lake County arts and cultural institutions. Since 2004, the Cuyahoga County Board of Commissioners have allocated \$500,000 annually to support the Cuyahoga County Arts and Culture as Economic Development Grants (ACE), a program that provided matching funds to organizations presenting arts and cultural projects that have the ability to produce economic impact in the county.

In 2004, the Cuyahoga County Commissioners submitted a ballot issue, Issue 31, to the electorate to increase property taxes to support arts and culture and economic development. This necessitated the formation of Cuyahoga County's first political action committee for arts and culture, the Cuyahoga Arts & Culture Action Committee. Issue 31, though it did not pass, proved that there was tremendous support for public funding for arts and culture among many residents of Cuyahoga County.

Recent changes in state law allowed the Cuyahoga County Board of Commissioners to form a Regional Arts and Cultural District, Cuyahoga Arts and Culture (CAC). In May 2006, CAC placed Issue 18 on the Cuyahoga County November ballot, which called for a 30 cents-per-pack excise tax on cigarettes. The voters of Cuyahoga County passed issue 18 in November 2006, which provides dedicated funding toward arts and culture activities for 10 years. It is anticipated that the tax will generate approximately \$20 million in funding each year for the arts and culture sector.

Other funding for arts and culture has come from Destination Cleveland, a fund provided through the Cuyahoga County General Fund and Community Development Block Grants, which is a federal grant program managed at the state level.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

- *Strategy 2 – Create a comprehensive and accountable grants process as early as May 2002 but not later than May 2004:*

Examples/Actions

- *provide operating and project support*

In 2003, the Cuyahoga County Board of Commissioners formed the Cuyahoga County Cultural Leadership Task Force to develop a set of protocols for the distribution of local public sector funding in the event a source of revenue could be identified. The committee, which included representation from all aspects of the arts and cultural community (including individual artists and small to large arts and cultural organizations), as well as other civic leaders, met in a series of nine public meetings to review and discuss best practices and make recommendations on guidelines. These guidelines were adopted by the Board of County Commissioners on February 24, 2004, and subsequently formed the basis for the ACE Grants program guidelines. The protocols provided for operating support, project support, individual artist support and special projects. In Lake County, the Lake County Visitors Bureau (LCVB) formed the LCVB Arts and Culture Fund Committee to make recommendations as to the guidelines for the distribution of funds for arts and culture projects.

- *support arts and culture education*

The guidelines adopted by the Cuyahoga County Board of Commissioners in 2004 provide for the support of arts education through an Artist Support Fund and a Creative Development Fund.

- *fund public works projects that involve skilled artists*

Cleveland Public Art has been engaged by the City of Cleveland to develop guidelines for funding public art projects through the Percent for Art Ordinance. The Greater Cleveland Regional Transit Authority has also developed protocols for the distribution of funds to artists through the Euclid Corridor Transportation Project. Up to one and a half percent of the total project budget is allocated toward public art projects.

- *support neighborhood or community-based cultural projects*

The guidelines adopted by the Cuyahoga County Board of Commissioners in 2004 provide for the support of neighborhood and community-based cultural projects through the Artist Support Fund and the Creative Development Fund.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

Numerous municipal leaders in Northeast Ohio have committed significant funds from community block grant dollars to commission artists and arts and culture organizations to beautify, restore and revitalize urban neighborhoods.

- *fund special cultural opportunities*

The guidelines adopted by the Cuyahoga County Board of Commissioners in 2004 provide for special cultural opportunities through a Creative Development Fund and an Extraordinary Initiative Fund.

- *Strategy 3 – Give local governments technical assistance for public arts programs (to begin effort as early as May 2004 but no later than May 2006):*

Examples/Actions

Cleveland Public Art and the Community Partnership for Arts and Culture have provided ongoing technical assistance to the City of Cleveland and the Greater Cleveland Regional Transit Authority for the implementation of their public art programs. Additionally, the Community Partnership for Arts and Culture has provided assistance to a consortium of eastern Cuyahoga County mayors interested in leveraging Northeast Ohio arts and culture assets for the benefit of their residents. The Community Partnership for Arts and Culture continues to provide counsel to Cuyahoga and Lake County governing bodies on the implementation of their public sector arts and cultural funding programs.

Objective 2 – Expand private sector support for the region’s arts and cultural assets

- *Strategy 1 – Develop training for cultural organizations’ development staff by May 2002:*

Examples/Actions

The Foundation Center has been actively providing training for arts and cultural groups. Each year, during “Funding for Arts Month,” the Foundation Center provides workshops specifically for artists and arts and cultural organizations related to development and other business development activities. The Foundation Center has also provided scholarships for arts and cultural groups to attend their programs at no cost. The Cleveland Foundation, working with national partners such as National Arts Strategies and Community Wealth Ventures, has sponsored training related to earned income development, financial management, fundraising and program evaluation.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

- *Strategy 2 – Create annual “business and the arts” event (first event to take place by May 2006):*

Examples/Actions

A number of “business and the arts” events have arisen in recent years. The Ingenuity Festival of Art and Technology is facilitating connections between the technology community and the arts, while Art House’s SEAN (Supporting Educators and Artists Network) operates a program called Mix and Mingle, which aims to connect the producers and sellers of art at an annual event. The Council of Smaller Enterprises (COSE), through its Northeast Ohio Business Plan Challenge, has increased the profile of artist-driven businesses by including a special recognition category for arts-based business plans. In 2005, the awards for the competition included special artwork that was created specifically for the program, and several artists were commissioned to perform at the Business Plan Challenge Award Ceremony. The COSE Arts Network sponsors numerous events that bring together arts and culture workers with other representatives of small businesses and nonprofits, including an annual celebration of the Arts Network itself.

- *Strategy 3 – Explore models for corporate support of small/emerging cultural groups by May 2002:*

The Community Partnership for Arts and Culture (CPAC), in collaboration with the Cleveland Foundation and the George Gund Foundation, released *Increasing the Strength of the Undercapitalized in the Arts and Culture Sector* in September 2005. The study examined national best practices for financially and materially supporting artists and emerging arts and culture groups.

- *Strategy 4 – Create artists’ fellowships as early as May 2002:*

To date, no examples of progress toward this strategy have been identified.

- *Strategy 5 – Create a low-interest loan program for the cultural sector as early as May 2004 but no later than May 2006:*

To date, no examples of progress toward this strategy have been identified.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

Objective 3 – Strengthen the cultural sector’s business practices and benefits

- *Strategy 1 – Develop cultural technical assistance/service/training organizations no later than May 2002:*

Examples/Actions

Upon the release of Northeast Ohio’s Arts and Culture Plan, the Community Partnership for Arts and Culture was formed to provide public policy, research and technical assistance services to Northeast Ohio’s arts and cultural community. To that end, CPAC annually provides more than 200 consultancies to individual artists and arts and cultural organizations relating to topics such as program development, strategic planning and collaborations. The Community Partnership for Arts and Culture also operates the Artist as an Entrepreneur Institute, a business development program for individual artists, and CultureADD, a business practice diagnostic program for small to medium-sized arts and cultural organizations. The Cleveland Bar Association’s Volunteer Lawyers for the Arts launched in 2005 and is providing pro-bono legal services to qualifying artists and arts and cultural organizations, as well as presenting educational workshops for artists and attorneys. Numerous Northeast Ohio arts and culture organizations have specifically formed to serve the needs of Northeast Ohio artists, and many provide artists with training opportunities. Examples include the AIGA Chapter of Greater Cleveland, Art House, the COSE Arts Network, the Peninsula Art Academy, the Poets’ and Writers’ League of Greater Cleveland and SANKOFA Fine Arts Plus

- *Strategy 2 – Establish pooled benefits programs by May 2002:*

Examples/Actions

The Community Partnership for Arts and Culture and the Council of Smaller Enterprises (COSE), with funding from a national consortium of foundations, launched a pilot program in 2006 designed to make health insurance and business support services more accessible to independent artists, artist-founded businesses and small arts and culture nonprofits. Through the pilot program, known as the COSE Arts Network, arts and culture organizations, both for-profit and nonprofit, are eligible for a reduced-rate COSE membership, can choose from a number of COSE’s group health insurance plans, and if there is no appropriate group plan for their needs through COSE, they will be directed to other insurance programs that may be more appropriate for them.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

- *Strategy 3 – Create a database of service providers by May 2002:*

Examples/Actions

The Ohio Association of Nonprofit Organizations operates www.ohio.nonprofitresources.net, which is an online database of technical assistance service providers and consultants. Resources are also available through Community Partnership for Arts and Culture’s website, www.cpacbiz.org, and COSE’s resource databases at www.neo411.biz and www.ibuyneo.com. www.ibuyneo.com allows individuals to search specifically by type of service provider, including “Arts and Entertainment” providers.

- *Strategy 4 – Match business volunteer expertise to cultural organization needs (establish by May 2002):*

Examples/Actions

Business Volunteers Unlimited provides board and volunteer matching services to a variety of nonprofit organizations in Northeast Ohio, including arts and cultural groups.

- *Strategy 5 – Create self-assessment model for cultural organizations no later than May 2002:*

Examples/Actions

The Community Partnership for Arts and Culture, with support from the Ohio Arts Council and the Wallace Foundation, created CultureADD (www.cultureadd.org), which is an online business practice performance assessment and diagnostic tool for small- to medium-sized nonprofit arts and culture organizations. The tool provides immediate performance-based feedback in six business practice areas and across five themes.

- *Strategy 6 – Develop a directory of exhibit and performance spaces in support of developing audiences for artists, organizations and producers (to begin as early as May 2004 but no later than May 2006):*

Examples/Actions

Sparx in the City has developed a gallery guide that includes exhibition spaces.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

Objective 4 – Qualitative and quantitative research on the cultural sector

- *Strategy 1 – Maintain economic, consumer, education, tourism and social impact data (begin no later than May 2002):*

Examples/Actions

Since the launch of Northeast Ohio's Arts and Culture Plan, the Community Partnership for Arts and Culture has continued to provide research that supports and informs the arts and culture sector's operating activities. This includes Economic Impact of Non-Local Arts and Culture Consumers, Arts and Culture Organizations: A Study of their Occupations and Arts and Cultural Festival Competitive Analysis. Other organizations (including the Cleveland Film Society, Cleveland Institute of Music, Cleveland Museum of Art, Playhouse Square Foundation, Sparx in the City and the Rock and Roll Hall of Fame and Museum) have conducted studies that attest to the economic impact their activities generate. Young Audiences of Northeast Ohio, the Cleveland Arts Education Consortium, the Cleveland Integrated Arts Collaborative and University Circle, Inc. have conducted studies on the value and impact of arts and cultural education. Cleveland was also included in a national study on the support infrastructure for artists, Investing in Creativity. The Lake County Planning Commission is conducting a study of the impact of the arts and culture fund's grants for arts and culture projects, and the Cuyahoga County Department of Development is conducting a similar study of the impact of their Arts and Culture as Economic Development program. The importance of arts and culture to our region's economic success have also figured prominently in studies conducted by the Greater Cleveland Partnership, the Fund for our Economic Future and Team NEO.

- *Strategy 2 – Communicate findings to opinion leaders and the region beginning no later than May 2002:*

Examples/Actions

The Community Partnership for Arts and Culture (CPAC) has continued to provide communication services related to its research findings. Information was available through an extensive informational website, www.supportartsandculture.org, and through pamphlets and flyers bearing similar information, in the months prior to Cuyahoga County residents' approval of Issue 18 in support of arts and culture funding. Most of CPAC's research and the key findings are available at www.cpacbiz.org. CPAC continues to develop ties with local media outlets to present relevant stories related to the state of arts and culture in Northeast Ohio and annually makes more than 20 presentations on the local arts and culture sector and its impact on the region.

resources

DEVELOP FINANCIAL AND OTHER RESOURCES TO SUSTAIN AND GROW THE ARTS AND CULTURAL SECTOR

- *Strategy 3 – Provide technical research support to artists and cultural organizations (to begin no later than May 2002):*

Examples/Actions

The Community Partnership for Arts and Culture (CPAC) has continued to conduct market research designed to inform the arts and culture sector's operating activities. Working with Cypress Research Group, CPAC conducted A Survey of Arts & Culture Consumers in Northeast Ohio: Arts and Culture Participation - Benefits and Barriers. A follow-up study was conducted for the Akron market shortly thereafter. In early 2007, CPAC and the Convention and Visitors Bureau of Greater Cleveland completed a new study, Northeast Ohio Cultural Consumer Insight, which will provide detailed data on the demographics and buying habits of Northeast Ohio cultural consumers.

access

Effectively connect the region's people to arts and culture

Objective	Strategy	Example
Build comprehensive public information programs.	Develop print and electronic materials.	Various local art magazines raise awareness of the region's varied arts and cultural opportunities (Page 3).
Expand access to arts and cultural opportunities.	Develop attendance incentives.	The Northeast Ohio Cultural Connection develops a coupon book for membership and merchandise discounts at participating sites (Page 5).
	Expand and design cultural tourism programs.	The Convention and Visitors Bureau of Greater Cleveland markets Northeast Ohio's arts and culture amenities through its newly created Arts and Cultural Tourism Center (Page 6).
	Bring arts and cultural activities to neighborhoods.	Neighborhood festivals (including the Waterloo Arts Festival, the Flats Arts Festival and ArtJam) increase arts and culture activity in neighborhoods throughout Cleveland (Page 7).
	Develop transportation planning collaborations.	The Greater Cleveland Regional Transit Authority offers a special circulator route that connects the various neighborhoods participating in Sparx in the City's Urban Gallery Hop (Page 8).

learning

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Establish lifelong arts and cultural education

Objective	Strategy	Example
Develop cultural education collaborations.	Build websites and distance learning programs that link artists, organizations, teachers and learners.	Various local art and cultural institutions have begun offering distance learning programs via the internet (Page 11).
	Assist artists and organizations to promote their programs and services.	Fair on the Square is an annual event that highlights the arts and cultural offerings of 60 Northeast Ohio organizations (Page 11).
	Support professional development institutes for arts educators, artists, and classroom teachers.	Cleveland State University offers the Summer Institute for Teachers, which instructs teachers on how to use the arts as an effective classroom tool (Page 12).
	Create professional development fellowships.	The Cleveland Foundation has underwritten fellowships for arts managers to attend the Executive Program for Nonprofit Leaders at Stanford University (Page 12).

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learning

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<p>Integrate arts and culture into K-12 curriculum.</p>	<p>Expand arts and cultural curriculum services to more schools.</p>	<p>Young Audiences is implementing Arts for Learning, an arts-based curriculum that will be tested in grades 4 and 5 at selected Cleveland schools (Page 13).</p>
	<p>Expand artist residency programs to more schools.</p>	<p>The Initiative for Cultural Arts in Education (ICARE) has facilitated artist residencies by working with local arts organizations and school districts (Page 13).</p>
	<p>Link students with the arts and cultural community.</p>	<p>The Cleveland Foundation manages a summer internship program that places college students in internships at various local nonprofits, including local arts and cultural organizations (Page 14).</p>
	<p>Convene higher education leaders to create teacher training strategies through developing more arts and culture training.</p>	<p>None identified to date.</p>
<p>Communicate the value and benefits of arts and cultural education.</p>	<p>Report regularly on the state of cultural education.</p>	<p>The Foundation Center issued a report on the status of Arts Education Funding (Page 15).</p>
	<p>Advocate for effective local and state education policies.</p>	<p>The Fine Arts Association has met with state and federal legislators to inform them of the link between participation in the arts and student academic achievement (Page 15).</p>

partnership

Make arts and culture a partner in neighborhood, community and regional development

Objective	Strategy	Example
Develop collaborations among the cultural, public and private sectors.	Provide technical support for collaboration.	The Arts and Cultural Roundtable provides organizations a forum to discuss collaboration (Page 17).
	Create task forces to address public policy issues of mutual concern.	The Cuyahoga County Cultural Leadership Taskforce made recommendations regarding distribution of public funds for arts and culture (Page 17).
	Develop neighborhood cultural programs for adults, families and youth.	The Passport Project offers arts workshops and classes that encourage “respect for diversity” (Page 18).
	Foster cultural investment from private developers, such as incentives for cultural districts and heritage areas.	The renovated Tower Press and Hyacinth Loft live/work spaces have become a creative hub (Page 18).
	Foster cultural competitions, festivals, trade shows and events to further the region’s national/international cultural reputation.	The Arts Alive! Award reception recognizes achievement in the visual, musical and performing arts in the Akron area (Page 18).
Create arts and cultural “think tanks”.	Conduct idea exchanges between various groups.	The Cleveland Theater Collective provides a venue for theater artists from various organizations to discuss issues of common cause (Page 19).
Interweave cultural, public and private sector leadership.	Recruit more public and private sector leaders to serve in the cultural sector.	The Cuyahoga County Cultural Leadership Taskforce has brought together private and public sector leaders to share ideas of how to strengthen the cultural sector (Page 20).
	Involve more arts and culture leadership on civic boards.	Both the Greater Cleveland Partnership and the Convention and Visitors Bureau of Greater Cleveland have arts and culture representatives on their boards (Page 21).
	Train cultural leadership to address relevant public issues.	The Community Partnership for Arts and Culture has provided message training to cultural leaders on the value of public sector funding for arts and culture (Page 21).

resources

Develop financial and other resources to sustain and grow the arts and cultural sector

Objective	Strategy	Example
Establish accountable public sector investment in arts and culture.	Collaborate with local governments to identify revenue sources.	In November 2006, Cuyahoga County voters approved a ballot measure that will provide dedicated funding to arts and culture organizations for the next ten years (Page 23).
	Create a comprehensive and accountable grants process.	The Lake County Visitor's Bureau Arts and Culture Fund Committee makes recommendations regarding the distribution of grant funds (Page 24).
	Give local governments technical assistance for public arts programs.	Cleveland Public Art provides technical assistance to the city of Cleveland for implementation of its public art programs (Page 25).
Expand private sector support for the region's arts and cultural assets.	Develop training for cultural organizations' development staff.	The Foundation Center coordinates development workshops specifically for arts and cultural organizations. (Page 25).
	Create annual "business and the arts" events.	The Council of Smaller Enterprises' Northeast Ohio Business Plan Challenge adds a special category for arts-based business plans (Page 26).
	Explore models for corporate support of small/emerging cultural groups.	The Community Partnership for Arts and Culture releases <i>Increasing the Strength of the Undercapitalized</i> (Page 26).
	Create artists' fellowships.	None identified to date.
	Create a low-interest loan program.	None identified to date.

resources

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Strengthen the cultural sector's business practices and benefits.	Develop cultural technical assistance/service/training organizations.	Volunteer Lawyers for the Arts provides pro-bono legal services to qualifying artists and arts and cultural organizations (Page 27).
	Establish pooled benefits programs.	The COSE Arts Network gives members access to a range of business support services (Page 27).
	Create a database of service providers.	www.ohio.nonprofitresources.net provides an online database of non-profit service providers (Page 28).
	Match business volunteer expertise to cultural organization needs.	Business Volunteers Unlimited provides volunteer matching services to arts and culture nonprofits (Page 28).
	Create self-assessment module for cultural organizations.	CultureADD allows arts and culture nonprofits to complete an online business practice assessment (Page 28).
	Develop a directory of exhibit and performance spaces in support of developing audiences for artists, organizations and producers.	Sparx in the City distributes an annual gallery guide that includes exhibition space (Page 28).
Qualitative and quantitative research on the cultural sector.	Maintain economic, consumer, education, tourism and social impact data.	The Cleveland Arts Education Consortium and the Cleveland Integrated Arts Collaborative conduct studies on the value of arts education (Page 29).
	Communicate findings to opinion leaders and the region.	The Community Partnership for Arts and Culture gives more than 20 presentations each year on arts and culture's regional impact (Page 29).
	Provide technical research support to artists and cultural organizations.	The Northeast Ohio Cultural Consumer Insight Project provides data on the arts and culture buying habits and demographics of more than 400,000 households (Page 30).