


## City of Alexandria, Virginia

## MEMORANDUM

DATE: JANUARY 17, 2008

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: RECEIPT OF THE ALEXANDRIA COMMISSION FOR THE ARTS REPORT,  
PREPARED BY LORD CULTURAL RESOURCES INC.

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**ISSUE:** Receipt of the Alexandria Commission for the Arts Report prepared by Lord Cultural Resources Inc. (Attachments 1 and 2).

**RECOMMENDATIONS:** That City Council:

- (1) Receive the Alexandria Commission for the Arts Report prepared by Lord Cultural Resources Inc. and the summary of the recommendations;
- (2) Set the report for a public hearing on Saturday, February 23; and
- (3) Thank the members of the Commission for the Arts for their efforts on behalf of the City.

**BACKGROUND:** In March of 2006, the Department of Recreation, Parks and Cultural Activities contracted with the consulting firm of Lord Cultural Resources Inc. to help the Alexandria Commission for the Arts prepare a community-wide vision for the arts, define an organizational structure that would allow the Commission to fulfill its mission, and prepare a final report for the Commission that was based on the findings and recommendations of the study. During the spring of 2006 the consulting firm conducted one-on-one interviews with the Mayor and City Council members and held meetings with other community stakeholders in order to obtain insights about the arts in Alexandria.

After working with the consulting firm during the remainder of 2006, the Commission for the Arts held a vision and strategy workshop on January 6, 2007. The Commission reviewed an interim report, mapped out a proposed new vision for the arts and created an action plan for implementation of the vision. The final draft report was received by the Commission in March of 2007, and was shared with the public in April of 2007. The Commission solicited comments on the report, and at the Commission's June 19, 2007, meeting, Commission members reviewed and endorsed the report recommendations.

On September 18, 2007, the Commission held a public meeting, "Dialogue with the Community" to obtain further insights from the community. The public comments supported the recommendations in the report.

**DISCUSSION:** The Lord Report includes fifteen recommendations (Attachment 1) for the Department of Recreation, Parks and Cultural Activities and the Commission for the Arts to consider to meet the needs of the community, to define an organizational structure, and to prepare a community-wide vision for the arts in Alexandria. The Report recommends that the City Council adopt, in principle, the Commission's new vision and mission statement, appoint a youth member for the Commission, update the description and responsibilities of Commission members to reflect the true level of hourly commitment, adopt a roster of skills prepared by the Commission for new appointments, and continue working to develop a funding mechanism for public art.

Other key findings and recommendations include that the Commission not become a separate non profit/501(c)3 organization, but rather work with the Department of Recreation, Parks and Cultural Activities and the City to enhance its current structure. The report recommends that the Commission also create a yearly work plan and annual budget for the Commission activities, look for new funding sources to fund the Commission's activities, increase the grant pool, strengthen the development of artistic excellence and sustainability of the arts organizations in Alexandria, promote the value of the arts as a cornerstone of the City's identity, cultural, social and economic vitality, and encourage broader participation in the arts.

The Department of Recreation, Parks and Cultural Activities working with the Commission for the Arts has completed several of the study's recommendations. These include:

- City Council Action created a youth appointment to the Commission for the Arts which occurred last calendar year with the appointment of Abigail Dillingham, a T.C. Williams High School Senior;
- The Department is using summer interns to conduct research and assist with initiatives and arts and cultural projects;
- The Department is working with the Planning and Zoning staff to add public art and/or provide funding from developers to assist in this City initiative and are exploring different funding mechanisms for the public art initiative;
- The Commission is leading the Charles Houston Memorial Public Art Project and is a member of the Freedmen's Cemetery Memorial project design solicitation work group;
- The Department is advertising to fill the position of Cultural Arts Division Chief, a job with responsibility for developing cultural arts programs; and
- Staff is working on the future Arts Commission calendar enhancements and development of a virtual public art tour for the Commission's website.

With respect to the recommendation that the City implement a Percent for the Arts Program, Recreation and Planning and Zoning staff are developing a proposal for consideration by Council and the Commission on the Arts in late Spring.

I recommend that Council receive the Lord Cultural Resources Inc. Report, and hold a public hearing on the report on Saturday, February 23. Following the public hearing, I recommend that Council adopt, in principle, the recommendations outlined in the Report.

**ATTACHMENTS:**

Attachment 1. Summary of Lord Report's 15 Recommendations.

Attachment 2. Final Report prepared by Lord Cultural Resources, Planning and Management, Inc.

**STAFF:**

Kirk Kincannon, Director, Recreation, Parks and Cultural Activities

Cheryl Anne Colton, Cultural Arts Administrator, Recreation, Parks and Cultural Activities

**SUMMARY OF LORD REPORT'S 15 RECOMMENDATIONS:**

**Recommendation 1** – That City Council adopt, in principle, the following Vision for the Arts in Alexandria to guide City Council, City Departments, Alexandria Commission for the Arts and other City commissions and agencies as they consider how their activities can contribute to the achievement of this Vision:

The Arts in Alexandria are a vibrant mix of the creative energy of our community, engaging artists, audiences, and supporters, who share an appreciation for the arts as a cornerstone of our identity and cultural, social, and economic vitality.

**Recommendation 2** – That City Council adopt the following revised ACA Mission Statement and communicates it publicly and broadly.

*As the City of Alexandria's Commission for the Arts, the role of ACA is to provide leadership in the development of a vibrant and sustainable arts community that engages audiences and to encourage support and appreciation for the arts as a cornerstone of Alexandria's identity and cultural, social, and economic vitality. To accomplish this mission, the ACA will administer City grant funds and arts programs; advise City Council on policy, funding and development needs for the arts; collaborate with partners on initiatives that further the development of, and participation in, the arts; and generally advocate for the arts.*

**Recommendation 3** – That the Department of Recreation, Parks and Cultural Activities and ACA convene a forum of City departments, relevant commissions, agencies and organizations to discuss the City's Vision for the Arts and how they can contribute to achieving it within their respective mandates and opportunities for collaboration.

**Recommendation 4** – That ACA adopt the following Goals, Strategies and Actions to contribute to the City's Vision for the Arts (see Recommendation 1), fulfill its role and responsibilities (see Recommendation 2) and address needs identified as priorities by ACA.

**Goal #1:** *Strengthen the development of artistic excellence and sustainability of the arts organizations in Alexandria*

**Goal #2:** *Promote the value of the arts as the cornerstone of the City's identity and cultural, social and economic vitality.*

**Goal #3:** *Encourage broader participation in the arts in Alexandrians.*

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**Recommendation 5** – That ACA continue to operate as a public commission, and in five years review its effectiveness in achieving its goals and consider reassessing its governance and organizational requirements.

**Recommendation 6** – That ACA recommend to Council that:

- One of the mandatory categories of appointment with voting privileges be designated as a Youth appointment;
- The description of Commissioner responsibilities be revised to reflect the duties and time commitment required of a Commissioner;
- A roster of skills prepared by ACA be considered when reviewing applications for appointment to ACA.

**Recommendation 7** – That ACA review its current activities, and modify to align with the Vision for the Arts and its Mission and Goals set out in this plan, to ensure that human and financial resources are being allocated for improved effectiveness. This would include revising ACA committee structure, setting clear tasks for standing committees, and revising monthly meeting Agenda to focus on core areas of activities. A fresh approach to the Agenda and public promotion has the potential of attracting public attendance at ACA monthly meetings. Any new program requests or ideas would be considered in the context of its impact on achieving ACA's goals.

**Recommendation 8** – That ACA, working with the Department of Recreation, Parks and Cultural Activities, develop a phased plan to implement these Goals, and projected annual budget requirements, inclusive of the Grants Program and ACA project initiatives. The activities of ACA and the phased implementation plan would be reviewed annually (e.g., at a planning workshop) and task forces or working groups be formed to implement special projects. ACA should continue to expand participation in their activities by inviting individuals from across the community to contribute to/participate in short-term task forces or working groups.

**Recommendation 9** – That the Department of Recreation, Parks and Cultural Activities and ACA investigate opportunities for university interns (see Appendix B), college/high school coop students or volunteers to provide administrative, research or technical assistance for special projects.

**Recommendation 10** – That the City approve the Percent for Art initiative, which will contribute funds the Public Art program.

**Recommendation 11** – That ACA select specific projects and initiatives (see Recommendation 4, Goals 1-3), which are potentially attractive for corporate, private donor, or grant funding, and develop an appropriate strategy to seek these funds, such as

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sponsorships, fundraising events, partnerships with not-for-profits, or grants requests to foundations or granting agencies.

**Recommendation 12** – After review of the grants program and assessment of needs (Goal 1) and preparation of phased implementation of this plan (Goal 2) that ACA develop an annual budget and request for increased funding from City Council.

**Recommendation 13** – That ACA, following a review of its Grants Program, consider the development of a strategy to promote the opportunity for individual donors to contribute funds to support the Grants Program. A recognition event would be held annually for donors, possibly as part of the Alex Awards.

**Recommendation 14** – That the ACA’s website be updated to include a page on funding for the arts, significance of contributed revenue to sustain arts organizations and artists and opportunities for giving.

**Recommendation 15** – Lord Cultural Resources recommended: “That ACA sponsor a series of workshops with arts organizations on fundraising strategies, including the potential of partnering with the newly formed Community Foundation or arts organizations collaborating to form a United Arts Fund.”

The Commission for the Arts recommends the following alternative recommendation: “That ACA assist arts organizations on fundraising strategies.”

# Alexandria Commission For The Arts

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Arts Organization Structure And Community Visioning Plan

February 2007

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.  
We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning, design, preservation and implementation.

*We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.*

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.



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# 1. Executive Summary

Twenty-three years ago the City of Alexandria recognized the importance of the arts with the creation of a public commission for the arts, on which citizen volunteers have served with dedication and commitment. Today the City supports the arts with annual funding for grants, direct support to the Alexandria Commission for the Arts (ACA) and the activities of the Department of Recreation, Parks and Cultural Activities (RPCA), as well as other initiatives, such as the Public Art policy and program and support for Percent for Art.

Currently 15 citizen volunteers are responsible for allocating public funds to support the arts, and advising Council on arts related policies. ACA last adopted a Five Year Strategic Plan 13 years ago, which was primarily directed at implementing the City's Cultural Plan. A great many of the tasks were undertaken, which is a considerable accomplishment for a volunteer public commission. ACA has continued to respond to growing needs with a wide variety of initiatives, and Council has responded with increased funding support for the Grants Program since 2000/01 and increased support from RPCA. ACA Commissioners deserve to be commended for their commitment, dedication, and accomplishments.

***New Vision for the Arts and Mission for ACA*** - After twenty plus years of commitment it is time to renew the City's Vision for the Arts, integrate it more broadly within the City and refresh and clarify the role of ACA in the context of that Vision, current needs of its core client groups and appropriate responsibilities. *This report recommends adoption of a new Vision for the Arts and Mission Statement for the Alexandria Arts Commission, both developed by ACA Commissioners, as well as a strategy to begin a dialogue with City departments, agencies and commissions on how to leverage existing City resources to strengthen the arts.*

***Strategic Plan for ACA*** - The needs of arts organizations and artists continue to evolve, and the demands for strong leadership and support for the arts is ever present. ACA's activities have expanded as the public art program gains momentum and the City's festival program expands. Current Commissioners are clear and articulate about the importance of a vibrant, diverse, and sustainable arts community presenting artistic excellence and which engages residents of all ages and backgrounds, contributes to community identity and vitality, and is responsive to the changing needs of the city. Commissioners are keen to ensure the arts remain strong and have greater visibility and presence. Commissioners know that a vibrant arts community requires creative artists, leadership, and the support of many. ACA is not solely responsible for the arts, but does have a unique role – to use City tax dollars effectively, advise City Council and collaborate and advocate on behalf of the arts. *This report recommends that ACA adopt and implement a new strategic plan, based on three goals, and a series of strategies and actions that will contribute to excellence in the arts, a stronger arts community, more effective and wide ranging collaboration, greater appreciation for and presence of the arts, and increased participation in the arts.*

***Changes to Increase Effectiveness*** - In 2003/04 the ACA began exploring alternative governance options, to consider if evolving into a not-for-profit type structure would be an effective way to gain additional funds for the arts while maintaining its responsibilities for distributing City funding. Commissioners conducted a self-assessment, and based on their understanding of their role and responsibilities for realizing the vision for the arts determined that they were effective as a public Commission, but recognized modifications to their organizational structure and procedures would be appropriate. *This report makes five recommendations pertaining to recruitment, organizational structure, program alignment, internal planning, long-range budgeting, and resource development.*

***Increasing Funding*** - City Council makes an annual appropriation from the City's General Fund for distribution by ACA. Over the past 20 years there has been a four fold increase in ACA's funds, which stabilized at \$215,000 in FY 2005. Council is to be commended for its foresight and commitment to the arts demonstrated by this substantial increase in funding, which now amounts to \$1.57 per capita. Despite the expectation that ACA would actively seek grants and private sector funding on behalf of arts and cultural development, ACA has not been in a position to obtain significant funds from alternative sources. The current environment for fundraising is challenging, due to many factors. This is not to suggest that ACA cannot, or should not, seek funding from other sources, but to indicate that any such initiatives must be targeted and strategic to be successful. That said, it is appropriate and feasible for ACA to seek funds from private donors, organizations and corporations, and when eligible, from foundations and granting agencies, for appropriate projects that benefit arts organizations or the general public, in service of ACA's mission and organizational goals. The City has in place a non-operating fund account to which donors may make restricted contributions to support the Grants Program or other ACA projects, and receive a tax receipt. *This report makes six recommendations, which would provide the foundation on which ACA would be in a better position to seek funding from the individual donors, sponsorships from corporations, and grants; strengthen the capacity of arts organizations to raise funds; and receive support for the Public Art Program,*

## 2. Findings

As a result of the research, consultation, review of materials, analysis (see Appendix D) and the January workshop with ACA Commissioners (see Appendix C) the following findings were made.

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### 2.1 Trends in Participation in the Arts

A review of NEA data on trends in the arts revealed the following:

- Overall participation in the arts, measured by indicators -- such as viewing or listening on TV or radio, exploring on the Internet, visiting historic sites, performing or creating, taking classes or reading -- remains high, with 76% of the adult population reporting participation.
- Adults 35-54 years and those with post-graduate degrees are more likely to attend arts events, particularly traditional discipline-based performance.
- Overall, the proportion of the total population attending musical plays (17%) classical music (12% of adults) and ballet (4%) remains stable compared to previous years.
- Non-Hispanic whites are more likely to attend traditional, discipline-based arts performances
- Education level remains the most significant indicator for participation in the arts. However, experience in the arts (e.g., at school or with family); opportunity for social interaction while participating in the arts; lifestyle; barriers (e.g., cost), and perception of the quality of the arts experience are all factors affecting participation in the arts. Getting information out to people is only a part of the challenge of marketing the arts.

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### 2.2 The Arts in Alexandria

- Analysis of the census data on the size of Alexandria's total population, rate of growth, gender, age, education and income levels indicates that Alexandria has a significant potential market for the arts.
- The data points to the importance of offering arts experiences that appeal to younger audiences and families.
- Analysis of census data on ethnicity and language of the resident population indicates that Alexandria is a multi-ethnic community. However, there is no data available on who participates in the arts offerings available in Alexandria, as audiences, donors, volunteers or performers.
- Arts activities in Alexandria in which the City and ACA are involved include performing and visual arts; arts, cultural and heritage festivals; and public art.
- More than 30 visual and performing arts organizations make their home in Alexandria. Based on reported data from ACA's grants programs of 27 organizations, for the most part the arts organizations are seasonal, community-based and volunteer run. Budgets are very modest. Most organizations have limited to no resources or organizational capacity for fundraising, marketing, promotion, audience development, creative development or experimentation. A small number of organizations are operated with professional artistic talent or administrative staff.

- Based on the consultation, the arts are seen as an important element within the community; however, many people think the arts should be more visible, and be recognized and supported more broadly.
- Based on the consultation, proximity to Washington is regarded as a benefit to those living in Alexandria; however, there is a belief among arts organizations that the arts in Alexandria are overshadowed by the perceived higher calibre of performances and events in D.C. Given that for the most part the arts in Alexandria are community-based this is probably a realistic comparison between what the two cities offer.
- Based on the consultation, those involved with arts organizations identified funding as their most pressing concern. Given the challenges to raise sufficient money from ticket sales or contributions, there is an expectation that the City has a major role and responsibility to fund arts organizations.
- Community-based arts organizations have access to a variety of multipurpose facilities for performances. Arts supporters feel there is a need for a purpose-built performing arts facility. The next step would be to undertake a feasibility study to assess the need and potential strategies.
- Based on the consultation, those involved in the arts recognize the need to make the arts more accessible to a broader audience, although a better understanding of strategies to reach new audiences is needed. Youth and seniors consulted indicated they were interested in the arts and greater access to arts programs, performances and classes.
- Based on the consultation, many felt local and regional residents were unaware of the range of arts opportunities offered by local arts organizations and that improved and targeted marketing would increase attendance.
- ACA 's primary identity among arts organizations is as a public entity responsible for allocating City grants.

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## 2.3 Alexandria Commission for the Arts

- ACA is a public commission of the City of Alexandria with 15 Commissioners, appointed according to City procedures. The Department of Recreation, Parks and Cultural Activities supports the activities of the Commission, and allocates 1 full time staff position to the Commission in addition to the involvement of the Director and Deputy Director. From time to time the City appoints term contract staff to assist with special projects, e.g., the current Public Art/International Festival Coordinator.
- ACA receives annual funding from the City of Alexandria to disburse in grants to arts organizations and artists. ACA's annual budget has stabilized at about \$215,000 for the past three years, with the City contributing almost \$210,000. City funding increased by \$35,000 /year from 2000 to 2003.
- Based on a review of ACA grants data over the past five years, the following is noted:
  - From time-to-time ACA undertakes fundraising activities, although ACA has not raised significant funds since the 20<sup>th</sup> Anniversary Gala in 2003-04.
  - The largest proportion of ACA grant funding goes to annual operating support for arts organizations, followed by project grants. While there are grant categories for individual artists, technical assistance and special opportunities, limited to no awards have been made in these categories.
  - A handful of arts organizations receive the lion's share of funding.
  - 47% of funding goes towards organizations presenting music, followed by those presenting visual arts (26%); theatre, dance and interdisciplinary arts receive approximately equal allocations (8-10%).

- Based on the consultations, ACA is well regarded as a grant making organization, but is not broadly recognized for its other activities. Primary needs identified by arts organizations included: support funding, access to resources to develop organizational capacity, advocacy, a shared vision around which others can rally, and leadership. Many of these needs are consistent with ACA's functions and the role envisioned by City Council over 20 years ago, but reveal that ACA needs to develop a more effective strategy to achieve its goals and meet these community needs.
- As a Council appointed, City-staff supported Public Commission, the ACA organizational model is typical of those found in 2/3 of large cities. Other models can be found, such as private not-for-profit 501(c)(3) organizations and hybrid public/private organizations. The primary source of funding is the key element that distinguishes these organizations, with implications to operating costs, board responsibilities, accountability, and activities. City appointed Councils are primarily funded by annual allocations from the city, as are many arms-length agencies. Private not-for-profit organizations rely on multiple sources of revenue to deliver programs and services, including government funding. The size of staff is another factor in the scope of programs and services that are delivered, a function of the size of the budget, irrespective of the source of funding.
- During a strategy workshop held in January 2007 ACA Commissioners determined the following:
  - A need for broader, cross-sectoral recognition and appreciation of the importance of a vibrant arts sector as a component of community identity, and social and economic health
  - ACA's primary role is to provide leadership in the development of a vibrant and sustainable arts community, by administering grants, advising City Council, collaboration and advocacy.
  - The primary recipients of ACA services and programs, or ACA "clients" are arts organizations serving local audiences and local and regional artists, and City Council; secondary clients are arts audiences and the community at-large
  - Overall ACA's current governance model is appropriate; although modifications are required to recruit new commissioners, improve effectiveness of committee structure and strategic management of annual projects and programs.
  - Need to continue to refine the grants programs (e.g., criteria, structure, grant limits) to achieve goals related to artistic excellence, audience development, and organizational capacity.
  - Need to determine clearer understanding of financial needs and strategy to assist the arts, including ACA projects, in order to identify annual funding requests from the City, sponsors or fundraising activities.

## 3. Recommendations

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### 3.1 Vision for the Arts and Role of the Alexandria Commission for the Arts

#### 3.1.1 Situation

Twenty plus years ago the City of Alexandria recognized the importance of the arts with the creation of a public commission for the arts, on which citizen volunteers have served with dedication and commitment. Today the City supports the arts in Alexandria with annual funding for grants, direct support to ACA, and the activities of the Department of Recreation, Parks and Cultural Activities (RPCA), as well as other initiatives, such as the Public Art policy and program and support for Percent for Art. Other City departments, commissions and agencies, as well as private not-for-profits and businesses have an interest in, play an important role, and benefit from developing and sustaining the arts, artists, and arts organizations. A clear sense of the value of the arts and the City's purpose for being engaged in the arts in the first place is important to provide the rationale for City support and inspire participation from all sectors of the community.

ACA's mandate is set out in Resolution 1209, which was last updated in 1994. There is a close working relationship between ACA and the RPCA, which has extended the capacity of the City to support the arts, as ACA and individual Commissioners have assumed more responsibility for implementation of the City's cultural plan than may be typical of other City commissions. However, a city's vision for the arts, to be successful, must be broadly understood and communicated, and a citywide integrated approach to achieving it would leverage resources for greater effectiveness.

After twenty plus years of commitment, it is time to renew the City's Vision for the arts, integrate it more broadly within the City's organizational structure, and refresh and clarify the role of ACA in the context of that Vision, current needs of its core client groups and appropriate responsibilities.

#### 3.1.2 Recommendations

**Recommendation 1** – That City Council adopt, in principle, the following Vision for the Arts in Alexandria to guide City Council, City Departments, Alexandria Commission for the Arts and other City commissions and agencies as they consider how their activities can contribute to the achievement of this Vision:

*The Arts in Alexandria are a vibrant mix of the creative energy of our community, engaging artists, audiences, and supporters, who share an appreciation for the arts as a cornerstone of our identity and cultural, social, and economic vitality.*

**Recommendation 2** – That City Council adopt the following revised ACA Mission Statement and communicates it publicly and broadly.

*As the City of Alexandria's Commission for the Arts, the role of ACA is to provide leadership in the development of a vibrant and sustainable arts community that engages audiences and to encourage support and appreciation for the arts as a cornerstone of Alexandria's identity and cultural, social, and economic vitality. To accomplish this mission, the ACA will administer City grant funds and arts programs; advise City Council on policy, funding and development needs for the arts; collaborate with partners on initiatives that further the development of, and participation in, the arts; and generally advocate for the arts.*

**Recommendation 3** – That the Department of Recreation, Parks and Cultural Activities and ACA convene a forum of City departments, relevant commissions, agencies and organizations to discuss the City's Vision for the Arts and how they can contribute to achieving it within their respective mandates and opportunities for collaboration.

### 3.1.3 Outcomes

By implementing the above recommendations the following outcomes will result:

- Greater appreciation among residents and civic, business, tourism and community leadership of the benefits of the arts.
- A citywide strategy for the arts with multi-sector involvement and collaboration can be developed.
- Existing City and ACA resources can be leveraged to strengthen the arts in Alexandria.
- Internal and external stakeholders will appreciate the leadership role of the Department of Recreation, Parks and Cultural Activities and Alexandria Commission for the Arts.
- ACA can move forward with confidence to develop and manage resources and activities with a clear sense of purpose and responsibilities.

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## 3.2 ACA Goals and Strategies

### 3.2.1 Situation

ACA last adopted a Five Year Strategic Plan 13 years ago. The development of the 1994 strategic plan followed the adoption of the City of Alexandria's Cultural Plan, and clearly stated ACA's role "to lead implementation of the Alexandria Cultural Plan." At the time four goals and multiple tasks were identified. A great many of the tasks were undertaken, which is a considerable accomplishment for a volunteer public commission, whose members are appointed by City Council. ACA has continued to respond to growing needs with a wide variety of initiatives, and Council has responded with increased funding support for the Grants Program since 2000/01 and administrative support from the Department of Recreation, Parks and Cultural Activities. ACA Commissioners deserve to be commended for their commitment, dedication, and accomplishments.



The needs of arts organizations and artists continue to evolve, and the demands for strong leadership and support for the arts is ever present. ACA's activities have expanded as the Public Art Program gains momentum and the City's festival program expands. Current Commissioners are clear and articulate about the importance of a vibrant, diverse and sustainable arts community presenting artistic excellence, and which engages residents of all ages and backgrounds, as audiences, creators or supporters. They understand the arts are a core element of community identity for residents and visitors, and that the arts contribute to a vital community. As the needs of residents evolve, educational opportunities in the arts are not keeping pace, and new city and private sector developments present opportunities and challenges. Commissioners are keen to ensure the arts remain strong and have greater visibility and presence. Commissioners know that a vibrant arts community requires creative artists, leadership, and the support of many. ACA is not solely responsible for the arts, but does have a unique role – to use City tax dollars effectively, advise City Council and collaborate and advocate on behalf of the arts.

ACA Commissioners are committed to having a positive impact on the arts and community, but are juggling many demands, are aware of a wide range of needs, and concerned that the resources they have be used effectively for the greatest impact. Commissioners want a clear purpose and scope of responsibilities and a cogent plan of action to have the greatest impact.

### 3.2.2 Recommendations

Based on a careful review of the Interim Report (see Appendix D) and discussion, Commissioners clarified their Vision for the Arts and the purpose and role of the Commission (see Recommendations 1 and 2) and identified priorities and strategies at the January 2007 workshop (see Appendix C). The following Goals, Strategies and Actions are recommended as the foundation of the Commission's Five Year Plan.

**Recommendation 4** – That ACA adopt the following Goals, Strategies and Actions to contribute to the City's Vision for the Arts (see Recommendation 1), fulfill its role and responsibilities (see Recommendation 2) and address needs identified as priorities by ACA.

**Goal #1**     *Strengthen the development of artistic excellence and sustainability of the arts organizations in Alexandria*

Goal 1	ACA's Needs	Strategies	Actions
1.1	<ul style="list-style-type: none"> <li>• To have sufficient information about the scope of the arts in Alexandria to make strategic decisions about distribution of grant funding, service needs and priorities</li> <li>• To better understand financial and operational needs of arts organizations and artists</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a deeper understanding of the nature and needs of arts organizations and artists in Alexandria, including those receiving ACA funding and those not</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare an inventory of arts organizations /artists</li> <li>• Survey arts organizations and artists to collect relevant data, such as: <ul style="list-style-type: none"> <li>▪ Discipline</li> <li>▪ Governance</li> <li>▪ Annual income and expenses</li> <li>▪ Expense distribution</li> <li>▪ Sources of income</li> <li>▪ Staff and volunteers</li> <li>▪ Fundraising activities</li> <li>▪ Attendance/audience</li> <li>▪ Audience demographics</li> <li>▪ Membership/subscribers</li> <li>▪ Long-term Goals</li> </ul> </li> </ul>
1.2	<p>To understand better the effectiveness of Grant awards in achieving strategic goals related to artistic excellence, audience development, operational support and capacity building.</p>	<ul style="list-style-type: none"> <li>• Align the Grants Program with the City's Vision for the arts and ACA's purpose, goals and resources</li> <li>• Develop quantitative and qualitative measures of effectiveness of the Grants Program to demonstrate value to Council, business and taxpayers, and rationale for future increases to budget allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Based on analysis of survey data from 1.1 modify grants program considering the following: <ul style="list-style-type: none"> <li>▪ Purpose/Goal of grant (e.g., operating, project, emerging artists/new work, artist residencies, master classes, audience development, technical capacity)</li> <li>▪ Eligibility criteria (e.g., frequency, matching funds)</li> <li>▪ Size of award</li> <li>▪ Set ceiling for proportion of ACA grant budget to different Grants and/or Disciplines</li> <li>▪ Panel review process</li> </ul> </li> <li>• Develop evaluation/ reporting mechanism to measure impact of award in achieving goals</li> </ul>

Goal 1	ACA's Needs	Strategies	Actions
1.3	<ul style="list-style-type: none"> <li>• To improve effectiveness of ACA's efforts to address audience development, marketing and organizational capacity of arts organizations taking into account that different sizes and types of organizations have different goals and needs</li> <li>• To encourage inter-organizational collaboration to meet mutual needs</li> </ul>	<ul style="list-style-type: none"> <li>• Understand needs and goals of different organizations</li> <li>• Encourage dialogue among arts organizations</li> <li>• Collaborate with organizations of similar needs /issues to identify development strategies</li> <li>• Develop quantitative and qualitative measures of effectiveness to demonstrate value of ACA's role</li> </ul>	<ul style="list-style-type: none"> <li>• Based on analysis of survey data (1.1 and 1.2), convene groups to discuss strategies, inter-group collaboration (e.g., marketing, audience development, tourism, packaging, scheduling, etc.), and potential role of ACA</li> <li>• Based on discussions, ACA develop an appropriate program/service (e.g., project or seed \$\$ support for initiatives, series of workshops, collaboration with business and universities, shared interns)</li> <li>• Consider undertaking market /audience research collaboration to identify audience demographics, motivations, barriers/sensitivities, perception of the value of the arts product, information sources in order to assist arts organizations to develop effective marketing and packaging initiatives</li> <li>• Communicate to arts organizations market trends (such as presented in the Interim Report)</li> <li>• Encourage Council to commission a feasibility study assessing the need for a purpose-built performing arts facility</li> <li>• Develop an inventory /data base of services and resources that arts organizations targeted at their needs</li> <li>• Document ACA activities and changes in organizational capacity and outcomes annually</li> </ul>
1.4	To manage the development of the City's Public Art Program and ensure appropriate resources are available	Collaborate with the City on the development of an implementable plan	<ul style="list-style-type: none"> <li>• Review the issues and challenges, future goals and needs of the Public Art Program</li> <li>• Develop a 3-5 year plan for Alexandria's public art program and identify needs for effective implementation including funding and staff support</li> </ul>

**Goal 1 Outcomes**

- ACA funds will be used more effectively with greater impact.
- Collaboration and partnerships will leverage capacity of arts organizations.
- Quality and diversity of arts experiences will continue to expand.
- ACA will have the information and tools to be more proactive.

**Goal #2** *Promote the value of the arts as the cornerstone of the City's identity and cultural, social and economic vitality.*

Goal	ACA's Needs	Strategies	Actions
2.1	To be "out front" and visibly communicating the value of the arts to targeted segments of the community	<ul style="list-style-type: none"> <li>• Develop a qualitative and quantitative "case" for the arts</li> <li>• Communicate with Council and other stakeholders</li> <li>• Communicate it broadly, engaging leaders and/or celebrities in the campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Review literature and national sources and data, identify "case studies" that are relevant to Alexandria (e.g., arts and waterfront redevelopment)</li> <li>• Consider conducting market research – e.g., telephone survey and market segment focus groups to measure resident's perception of the value for the arts, civic identity and priorities</li> <li>• Prepare "case" statement and communications strategy</li> <li>• Recruit leaders from different segments of the community to serve as honorary spokespersons for the Arts</li> <li>• Organize arts information days for City Council and staff</li> </ul>
		Win support for Percent for Art funding initiative	Promote importance of Percent for Art (even after it is passed)
2.2	<ul style="list-style-type: none"> <li>• To demonstrate ACA's role in promoting the arts as essential to community vitality</li> <li>• To encourage dialogue about the value of the arts broadly among the diverse segments of the community</li> </ul>	<ul style="list-style-type: none"> <li>• Lead public discussion about the value of the arts and its significance in social, cultural and economic vitality</li> <li>• Collaborate with sectors of the community who share concerns for a vibrant community, such as business, educators, academics, social service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate discussions with leaders from different sectors of the community</li> <li>• Develop a strategy for public dialogue, such as convening a series of public forums with local, regional and national experts to discuss strategies and impacts of the arts on the development of creative cities, cultural tourism, educational advancement, etc.</li> </ul>
2.3	Demonstrate ACA's role among City departments, commissions, agencies, etc.	Work with Department of Recreation, Parks and Cultural Activities	Participate in discussion/workshop convened by DRPCA to identify opportunities and strategies for implementation of the City's Vision for the Arts

Goal 2	ACA's Needs	Strategies	Actions
2.4	<ul style="list-style-type: none"> <li>• To communicate that the City values the arts</li> <li>• To make the arts more visible as part of civic identity</li> <li>• To communicate more effectively the ACA's role</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with the City to develop a stronger presence for the arts in City communications</li> <li>• Communicate consistently a strong brand identity</li> </ul>	<ul style="list-style-type: none"> <li>• Greatly enhance the presence of the arts on the City's website, e.g., <ul style="list-style-type: none"> <li>▪ Incorporate on home page</li> <li>▪ State full name of RPCA department</li> <li>▪ Incorporate images of the arts on departmental page and elsewhere</li> <li>▪ Review presence in economic development promotion (e.g., business relocation and tourism)</li> <li>▪ Stronger reference to ACA</li> </ul> </li> <li>• Update ACA's website</li> <li>• Develop a stronger brand identity (e.g., logo/word mark, graphic standards) that communicates ACA's vitality and values developed by a professional marketing /graphic designer</li> <li>• Deliver consistent brand and design standards in annual reports and communications</li> <li>• Make communicating the impact and benefit of the arts and ACA's effect priority messages</li> </ul>

**Goal #2 Outcomes**

- More people will value and engage in supporting the arts in Alexandria.
- The arts will become more visible in Alexandria, leading to increased recognition of Alexandria as a place that supports the arts.
- More people will understand and appreciate ACA's role.
- More people and organizations will choose to collaborate with ACA.

**Goal #3 Encourage broader participation in the arts among Alexandrians**

Goal 3	Need	Strategy	Actions
3.1	<ul style="list-style-type: none"> <li>To respond to the diminished access to arts experiences by students in public schools due to funding and curriculum changes</li> <li>To encourage development of opportunities for youth to participate in the arts</li> </ul>	Collaborate on the development of an Arts Outreach program to the Schools and Youth which connects students, teachers and artists in the creative /artistic process or experience	<ul style="list-style-type: none"> <li>Research arts outreach programs (e.g., artists in schools, ticket discount program, after school programs, “take your child to the arts day”)</li> <li>Convene stakeholder group (e.g., teachers, students, parents, arts organizations, artists, other service organizations) for discussion and development of needs and strategies</li> <li>Identify role for ACA – potential for sponsorship or foundation grants to place artists in the schools</li> </ul>
3.2	To understand and make visible the many ways that Alexandrians of all ages, gender, cultural background, etc. participate in the arts	<ul style="list-style-type: none"> <li>Engage residents in a celebration of how they participate in the arts</li> <li>Collaborate</li> </ul>	<ul style="list-style-type: none"> <li>Develop an annual “Alexandrian’s Participate in the Arts” event, which engage students, schools, seniors, clubs, arts organizations, cultural groups, neighborhoods, businesses etc in a community celebration of the value, meaning and ways to participate in the arts</li> </ul>
3.3	To demonstrate that the arts can meet broader community needs	<ul style="list-style-type: none"> <li>Collaborate with health (e.g., American Red Cross), social service (e.g., United Way) or justice system on a community initiative</li> </ul>	<ul style="list-style-type: none"> <li>Initiate discussions with agencies or organizations active in Alexandria to discuss potential collaborations</li> </ul>
<b>See also 1.3</b>			

**Goal 3 Outcomes**

- More people will recognize and appreciate the diversity of arts experiences and opportunities for participation.
- More youth will be engaged with the arts, leading to increased participation.
- Stronger alliance/collaboration between the arts and schools, and the arts and community needs.
- Broader and more inclusive understanding of the arts will develop.
- Arts seen as a “giver” to the community.

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## 3.3 ACA Governance and Organizational Structure

### 3.3.1 Situation

ACA is a Council-appointed public commission, composed of 15 citizens, responsible for allocating public funds to support the arts in Alexandria, and advising Council on arts related policies. The Commission works closely with the Department of Recreation, Parks and Cultural Activities (RPCA), which submits the annual budget request to Council and provides staff and other support to the Commission. As a public Commission the appointment of Commissioners and its administration is governed by City by-laws and procedures. Commissioners are appointed for term limits, on a rotating schedule. ACA is self-governing, that is, Commissioners elect the five Commissioners to serve as the Executive Committee at their June meeting, and establish their own internal committee structure.

In 2003/04 the ACA began exploring alternative governance options, to consider if evolving into a not-for-profit type structure would be an effective way to gain additional funds for the arts while maintaining its responsibilities for distributing City funding. A review of governance models in place across the country revealed several viable and effective models (see Appendix D), each presenting advantages and disadvantages. The preferred governance model is based on the community's vision, and an assessment of the needs of the arts, strategic priorities, and the existing infrastructure and networks that support the arts. In this case, form – governance model – follows function – which is the Vision and Mission of the specific organization.

After developing their Vision for the Arts and Mission Statement (see 3.1), Commissioners conducted their own self-assessment of their governance model based on the following factors: size, composition, recruitment, committee structure, budget, potential for fundraising, staffing, support from Council, internal processes, time commitment and skills. Commissioners determined that the existing model, and relationship to the City as a public Commission, provided an appropriate structure, and opportunities -- particularly given the support of Council for the arts - to achieve their goals and mandate. Several Commissioners made clear they were not interested in serving as fundraisers for arts organizations. The biggest issue for Commissioners is the time commitment and need for support staff and financial resources to achieve these goals, although Commissioners recognized that internal reorganization and changes to processes will contribute to an improved situation.

### 3.3.2 Recommendations

**Recommendation 5** – That ACA continue to operate as a public commission, and in five years review its effectiveness in achieving its goals and consider reassessing its governance and organizational requirements.

**Recommendation 6** – That ACA recommend to Council that:

- One of the mandatory categories of appointment with voting privileges be designated as a Youth appointment;
- The description of Commissioner responsibilities be revised to reflect the duties and time commitment required of a Commissioner;
- A roster of skills prepared by ACA be considered when reviewing applications for appointment to ACA.

**Recommendation 7** – That ACA review its current activities, and modify to align with the Vision for the Arts and its Mission and Goals set out in this plan, to ensure that human and financial resources are being allocated for improved effectiveness. This would include revising ACA committee structure, setting clear tasks for standing committees, and revising monthly meeting Agenda to focus on core areas of activities. A fresh approach to the Agenda and public promotion has the potential of attracting public attendance at ACA monthly meetings. Any new program requests or ideas would be considered in the context of its impact on achieving ACA's goals.

**Recommendation 8** – That ACA, working with the Department of Recreation, Parks and Cultural Activities, develop a phased plan to implement these Goals, and projected annual budget requirements, inclusive of the Grants Program and ACA project initiatives. The activities of ACA and the phased implementation plan would be reviewed annually (e.g., at a planning workshop) and task forces or working groups be formed to implement special projects. ACA should continue to expand participation in their activities by inviting individuals from across the community to contribute to/participate in short-term task forces or working groups.

**Recommendation 9** – That the Department of Recreation, Parks and Cultural Activities and ACA investigate opportunities for university interns (see Appendix B), college/high school coop students or volunteers to provide administrative, research or technical assistance for special projects.

### 3.3.3 Outcomes

By implementing the above recommendations the following outcomes will result:

- ACA will be more effective as a volunteer, public commission.
- ACA will better serve City Council and the arts community.
- City will increase support to ACA to support the arts and ACA initiatives.
- More citizens will be interested in volunteering as an ACA Commissioner or in other capacities.

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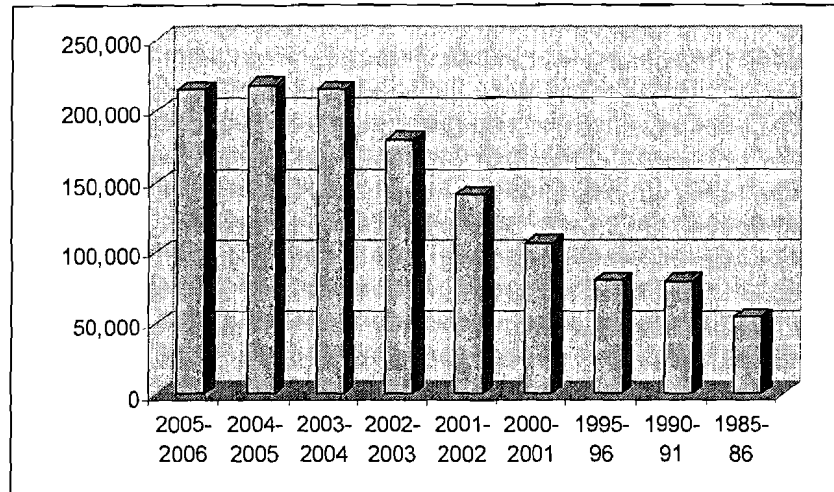
## 3.4 Funding Strategies

### 3.4.1 Situation

Since 1984 City Council has made an annual general appropriation from the City's General Fund to ACA, which is administered by RPCA. From time to time ACA receives funding from outside sources for allocation to the Grants Program. Over the past 20 years there has been a four fold increase ACA's funds, which stabilized at \$215,000 in FY 2005. In 2000 the City began to increase its allocation by about \$35,000 per year for three years. City Council is to be commended for its foresight and commitment to the arts demonstrated by this substantial increase in funding, which now amounts to \$1.57 per capita.

#### Summary of ACA Funding 1985/86-2005/06





Since its inception there was an expectation that ACA would actively seek grants and private sector funding on behalf of arts and cultural development, an expectation reiterated in the 1994 Strategic Plan. General donations or special donations resulting from special events have been minimal, with the exception of \$34,470 from the 20<sup>th</sup> Anniversary Gala in 2003-04. In 2002 ACA received the equivalent of \$80,000 from in-kind donations for services and programs (including volunteer time, and office and equipment support from the City).

The current environment for fundraising is challenging, due to many factors. Several of these factors are listed below, not to suggest that ACA cannot or should not seek funding from other sources, but to indicate that any such initiatives must be targeted and strategic to be successful.

- Decrease in dollars available from government and corporate sector for “soft” services.
- Increased competition for funding from all sectors - health, public and private education, social services.
- Corporations are shifting dollars from philanthropy to marketing-driven sponsorships. However, community benefits are still a motivating factor for project funding.
- Foundations and some private donors are taking into account strategic, outcomes-based goals in considering grants or matching fund/challenge grants.
- Change in types of projects being funded. For instance, projects that are developed by collaborating organizations, with requests for multi-year-funding, developed with the goal for long-term benefits and “self-sufficiency” are increasingly likely to be funded. This is a change from funding “one-off” projects by single organizations.
- Capital campaigns for infrastructure expansion are putting tremendous pressure on private and corporate donors.
- Not-for-profits are developing multifaceted strategies for contributed support – grants, annual giving, membership, events, planned giving etc. to reduce reliance on any one source of fundraising, leading to a more sophisticated, professional activities.
- Growth in fundraising collaboratives, such as Community Foundations or United Arts Funds, with minimal overhead costs so dollars have maximum impact. These funds are attractive to individuals, and some corporations and foundations, which want more efficient ways of donating to community needs.
- Caution in funding umbrella organizations (even if a 501(c)(3), which are seen as competing with the organizations delivering programs and services to the public, thus the preference for Community Foundations or United Arts Funds.
- A wide variety of eligibility requirements filter access to funding.

As a commission of the City ACA is responsible for implementing what the City has identified as government responsibilities, but in a manner arms-length from Council. Its core responsibility is to be the single funding source for all activities concerning the arts, which are not conducted as part of other City programs. The City therefore has an obligation to fund ACA activities required to implement its Mission, to the extent possible.

That said, it is appropriate and feasible for ACA to seek funds from private donors, organizations and corporations, and when eligible, from foundations and granting agencies, for *appropriate projects that benefit arts organizations or the general public, in service of ACA's mission and organizational goals*. See Appendix B for a list of potential sources of funding.

*The City already has in place a non-operating fund account to which donors may make restricted contributions. The City can receive funds on behalf of ACA's programs and projects, and will issue tax receipts to donors.*

### 3.4.2 Recommendations

**Recommendation 10** – That the City approve the Percent for Art initiative, which will contribute funds the Public Art program.

**Recommendation 11** – That ACA select specific projects and initiatives (see Recommendation 4, Goals 1-3), which are potentially attractive for corporate, private donor, or grant funding, and develop an appropriate strategy to seek these funds, such as sponsorships, fundraising events, partnerships with not-for-profits, or grants requests to foundations or granting agencies.

**Recommendation 12** – After review of the grants program and assessment of needs (Goal 1) and preparation of phased implementation of this plan (Goal 2) that ACA develop an annual budget and request for increased funding from City Council.

**Recommendation 13** – That ACA, following a review of its Grants Program, consider the development of a strategy to promote the opportunity for individual donors to contribute funds to support the Grants Program. A recognition event would be held annually for donors, possibly as part of the Alex Awards.

**Recommendation 14** – That the ACA's website be updated to include a page on funding for the arts, significance of contributed revenue to sustain arts organizations and artists and opportunities for giving.

**Recommendation 15** – That ACA sponsor a series of workshops with arts organizations on fundraising strategies, including the potential of partnering with the newly formed Community Foundation or arts organizations collaborating to form a United Arts Fund.

### 3.4.3 Outcomes

By implementing the above recommendations the following outcomes will result:

- Increased contributed funding for the arts from different sources.
- Implemented projects that strengthen the arts and achieve ACA Goals.
- Recognition of ACA as an effective leader in the arts.
- Increased recognition of the value of the arts to community vitality.
- Increased recognition of Alexandria as a community that supports the arts.

## Appendix A: Summary Table of Recommendations

Page	No.	Recommendation	Implications for Resource Requirements
6	1	<p>City Council adopt in principle the following Vision for the Arts in Alexandria to guide City Council, City Departments, Alexandria Commission for the Arts and other City commissions and agencies as they consider how their activities can contribute to the achievement of this Vision:</p> <p><i>The Arts in Alexandria are a vibrant mix of the creative energy of our community, engaging artists, audiences, and supporters, who share an appreciation for the arts as a cornerstone of our identity and cultural, social and economic vitality.</i></p>	None
7	2	<p>City Council adopt the following revised ACA Mission Statement and communicates it publicly and broadly.</p> <p><i>As the City of Alexandria's Commission for the Arts, the role of ACA is to provide leadership in the development of a vibrant and sustainable arts community that engages audiences and to encourage support and appreciation for the arts as a cornerstone of Alexandria's identity and cultural, social, and economic vitality. To accomplish this mission the ACA will administer City grant funds and arts programs; advise City Council on policy, funding and development needs for the arts; collaborate with partners on initiatives that further the development of and participation in the arts; and generally advocate for the arts.</i></p>	None
7	3	The Department of Recreation, Parks and Cultural Activities and ACA convene a forum of city departments, relevant commissions, agencies and organizations to discuss the City's Vision for the arts and how they can contribute to achieving it within their respective mandates and opportunities for collaboration.	RPCA staff time City staff time ACA Volunteer time
8	4	ACA adopt the following Goals, Strategies and Actions to contribute to the City's Vision for the Arts (see Recommendation 1), fulfill its role and responsibilities (see Recommendation 2) and address needs identified as priorities by ACA.	RPCA staff time ACA Volunteer time City In-kind support Contributed funding – external sources Direct funding - City

Page	No.	Recommendation	Implications for Resource Requirements
9-10	4	Goal #1 Strengthen the development of artistic excellence and sustainability of the arts organizations in Alexandria	<p>1.1 Volunteer/intern time, hard costs for survey and creation of database, TBD (City or grant funded)</p> <p>1.2 ACA volunteer time; pro-bono or fees for expertise TBD, potential for grant funding;</p> <p>1.3 Volunteer/intern time, RPCA staff time, hard costs for audience research (potential for grant funding) TBD; hard costs for feasibility study</p> <p>1.4 RPCA staff time, ACA volunteer time</p>
11-12	4	Goal #2 Promote the value of the arts as the cornerstone of the city's identity and cultural, social and economic vitality.	<p>2.1 volunteer/intern time; hard costs for market research TBD (potential for grant funding); hard costs for communications/marketing expertise TBD; ACA volunteer and RPCA staff time</p> <p>2.2 ACA volunteer time; hard costs for forum TBD from in-kind, sponsorships, grants</p> <p>2.3 ACA volunteer time</p> <p>2.4 RPCA and City staff time, ACA volunteer time; fees for Webmaster/designer TBD; fees for graphic designer for new logo TBD</p>

Page	No.	Recommendation	Implications for Resource Requirements
13	4	Goal #3 Encourage broader participation in the arts among Alexandrians	3.1 volunteer/intern time; ACA volunteer time 3.2 ACA volunteer time; hard costs for program development TBD from a variety of sources – pro-bono, in-kind, grants, sponsorship (note ACA is the convener/facilitator, not responsible for program delivery) 3.3 TBD
14	5	ACA continue to operate as a public commission, and in five years review its effectiveness in achieving its goals and consider reassessing its governance and organizational requirements.	RPCA staff time ACA Volunteer time
14	6	ACA recommend to Council that: <ul style="list-style-type: none"> <li>• One of the mandatory categories of appointment with voting privileges be designated as a Youth appointment;</li> <li>• The description of Commissioner responsibilities be revised to reflect the duties and time commitment required of a Commissioner;</li> <li>• A roster of skills prepared by ACA be considered when reviewing applications for appointment to ACA.</li> </ul>	RPCA staff time ACA Volunteer time
15	7	ACA review its current activities, and modify to align with the Vision for the Arts, its Mission and Goals set out in this plan, to ensure that human and financial resources are being allocated for improved effectiveness. This would include revising ACA committee structure, setting clear tasks for standing committees, and revising monthly meeting Agenda to focus on core areas of activities. A fresh approach to the Agenda and public promotion has the potential of attracting public attendance at ACA monthly meetings. Any new program requests or ideas would be considered in the context of its impact on achieving ACA's goals.	ACA Volunteer time RPCA staff time
15	8	ACA, working with the Department of Recreation, Parks and Cultural Activities, develop a phased plan to implement these Goals, and projected annual budget requirements, inclusive of the Grants Program and ACA project initiatives. The activities of ACA and the phased implementation plan would be reviewed annually (e.g., at a planning workshop) and task forces or working groups be formed to implement special projects. ACA should continue to expand participation in their activities by inviting individuals from across the community to contribute to short-term task forces or working groups.	RPCA staff time ACA Volunteer time

15	9	The Department of Recreation, Parks and Cultural Activities and ACA investigate opportunities for university interns (see Appendix B); college/high school coop students or volunteers provide administrative, research or technical assistance for special projects.	RPCA staff time ACA Volunteer time
17	10	The City approve the Percent for Art initiative, which will contribute funds the Public Art program.	
17	11	ACA select specific projects and initiatives (see Recommendation 4, Goals 1-3), which are potentially attractive for corporate, private donor, or grant funding, and develop an appropriate strategy to seek these funds, such as sponsorships, fundraising events, partnerships with not-for-profits, or grants to foundations or granting agencies.	ACA Volunteer time RPCA staff time
17	12	After review of the grants program and assessment of needs (Goal 1) and preparation of phased implementation of this plan (Goal 2) that ACA develop an annual budget and request for increased funding from City Council.	RPCA staff time ACA Volunteer time
17	13	ACA, following a review of its Grants Program, consider the development of a strategy to promote the opportunity for individual donors to contribute funds to support the Grants Program. A recognition event would be held annually for donors, possibly as part of the Alex Awards.	RPCA staff time ACA Volunteer time
17	14	ACA's website be updated to include a page on funding for the arts, significance of contributed revenue to sustain arts organizations and artists, opportunities for giving.	RPCA staff time ACA Volunteer time Web Master Fees
15	15	ACA sponsor a series of workshops with arts organizations on fundraising strategies, including the potential of partnering with the newly formed Community Foundation or arts organizations collaborating to form a United Arts Fund.	ACA Volunteer time RPCA staff time Program Costs -- mix of in-kind, sponsored or grant funded

# Appendix B: Potential Sources of Funding and Internships

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## Introduction

Alexandria City is listed in *The Woods & Poole Economics* MSA listing as being incorporated within the Washington (DC), Virginia (VA), MD (Maryland), and West Virginia (WV) regions. The following information represents funding sources from national, corporate, governmental, and individual agencies within the listed states.

The following information was taken from *The Foundation Center Directory Online* ([www.foundationcenter.org](http://www.foundationcenter.org)).

The Foundation Center is a large database that provides access to detailed information on grant makers, grants, and grant recipients. It also provides financial information in 990 format (U.S. tax forms). In order to gain full access to the information, however, a subscription must be purchased. Therefore, this search was limited to the top 25 community, corporation, and foundation sponsors of the total 80,000 listed in this database.

The following information represents a list of applicable grant sources. Each of the potential sources were reviewed, considering the following factors:

- Jurisdiction in which grants are awarded
- Purpose of grants, restricted to project funding for the arts and culture
- Eligibility of ACA as a city commission



## Granting Organizations

### The Community Foundation for the National Capital Region

#### Contact Information

Alicia Reid  
202.955.5890 ext 119  
areid@cfncr.org

#### Purpose

The Community Foundation seeks to improve the quality of life for residents within the DC metropolitan area. The ACA would be applicable for the following grants:

#### Grant Information

Fund Name	Grantmaking Area	Geographic Area	Grant Range	Deadline
Greater Washington Youth Philanthropy Initiative - Washington, DC Youth Advisory Council	Support for youth-led projects in the following areas: Teen Health, Youth Empowerment, After School Programs and Recreation Centers, Job Training and Employment, Youth Talent (arts and sports)	Washington, DC	\$500 - \$2,500	March 9, 2007  Contact: Millicent Ugo Latin American Youth Center millicent@layc-dc.org
Greater Washington Youth Philanthropy Initiative - Northern Virginia Youth Advisory Council	Support for youth-led projects in the following areas: Teen Health, Substance Abuse Prevention, Violence and Gange Prevention, After School Activities (arts and sports) Job Training and Employment	Northern Virginia	\$500 - \$2,500	March 9, 2007  Contact: Millicent Ugo Latin American Youth Center millicent@layc-dc.org

## National Endowment for the Arts

### Contact Information

1100 Pennsylvania Avenue, NW  
 Washington, DC 20506  
 202.682.5400  
<http://arts.endow.gov>

### Purpose

The NEA is an agency of the U.S. Government created by Congress to support the arts and provide education and access to the arts for all Americans. It represents the largest annual funder of the arts, and provides support to rural areas, inner cities, and military bases.

### Grant Information

Fund Name	Grantmaking Area	Geographic Area	Grant Range	Deadline
Access to Artistic Excellence	To encourage and support artistic excellence, preserve our cultural heritage, and provide access to the arts for all Americans. Supports intergenerational education projects amongst others.	National	Multidisciplinary variations; CFDA No. 45.024	March 12, August 13, 2007
Challenge America: Reaching Every Community Fast-Track Review Grants	Support small - mid-sized organizations, of projects that extend the reach of the arts to underserved populations	National	\$10,000	June 1st, 2007

## Virginia Foundation for the Humanities

### Purpose

The Virginia Foundation for the Humanities (VFH) brings the humanities fully into Virginia's public life, assisting individuals and communities in their efforts to understand the past, confront important issues in the present, and shape a promising future

### Grant Information

Fund Name	Grantmaking Area	Geographic Area	Grant Range	Deadline
The Open Grant Program	open to proposals on a wide range of subjects, for projects in any format.	Virginia	typically up to \$10,000	February 1, May 1, October 1 per year
The Discretionary Grant Program	allows VFH to make smaller grants	Virginia	up to \$2,500	no deadline
The African American History Mini Grant Program	Increases public understanding of African American history and culture in Virginia	Virginia	up to \$3,000	February 1 per annum

## Virginia Commission for the Arts

### Contact Information

Lewis House  
223 Governor Street  
Richmond, VA 23219  
804.225.3132  
[www.arts.virginia.gov](http://www.arts.virginia.gov)

### Purpose

Supporting and stimulating excellence in the arts of Virginia, the Commission supports artistic excellence where it already exists, encourages growth in artistic quality, and works to make this artistic excellence available to all Virginians. It funds arts organizations, artists, and arts activities that *fill a community need*.

### Grant Information

Fund Name	Grantmaking Area	Geographic Area	Grant Range	Deadline
Virginia Commission	Supports organizations that produce, present, or support dance, literary arts, media arts, music theater, visual, and related arts	Virginia	30% of organization's income from previous year	July 1 2007, June 30 2008 <a href="mailto:arts@arts.virginia.gov">arts@arts.virginia.gov</a>

## National Art Education Association

### Contact

1916 Association Drive  
Boston, VA 20191-1590  
703.860.8000  
[www.naea-reston.org](http://www.naea-reston.org)

### Purpose

The NAEA has an extensive award program to encourage excellence in art education. The National Art Education Foundation (NAEF) was established as an independent, sister organization to provide grant support for a variety of art education programs. To receive funding, you must be an NAEA member.

They offer 4 grants within arts education: The Teacher Incentive Grants Program, The Mary McMullan Fund for Art Education, The Ruth Halvorsen Professional Development Fund, The *SHIP* Fund.

## The Mid-Atlantic Arts Foundation

### Contact

201 N. Charles Street, Suite 401  
Baltimore, MD 21201  
(t) 410.837.5517  
(f) 410.779.1593  
[www.midatlanticarts.org/home.html](http://www.midatlanticarts.org/home.html)

### Purpose

The Mid Atlantic Arts Foundation celebrate, promotes, and supports the wealth and diversity of the region's arts resources and works to increase access to the arts and culture of the region.

## Information on Corporate and Foundation Sources

### Fundsnet

This is a great site that lists every corporation, foundation and other granting source within the U.S.

[www.fundsnet.org](http://www.fundsnet.org)

## Internships

This is a listing of internships in universities serving the region. Some databases were restricted by login.

### University of Virginia

#### Summary of University of Virginia Internship Programs (UIP) Options

UIP Internship Option 2007-08	Academic Seminar Time Commitment	Internship Time Commitment	Total Time Commitment	Total Academic Credits Earned
Academic Year Internship Program in Charlottesville, Va	Mandatory day-long orientation on 8/27/07; 2-hour weekly seminar on-Grounds & assignments	10 hrs/wk	28 weeks - fall and spring semesters Aug. 28 - Dec. 7, 2007 & Jan. 16 - Apr. 29, 2008	8 credit hours total (4 credits each semester)
Summer Internship Program in Charlottesville, VA*	Mandatory half-day orientation on 6/11/07; 2-hour weekly seminar on-Grounds & assignments	15 hrs/wk	9 weeks - summer session, June 12 - Aug. 9, 2007	4 credit hours total
Extended Summer Internship Program in Charlottesville, VA*	Mandatory half-day orientation on 6/11/07; 2-hour weekly seminar on-Grounds & assignments	15 hrs/wk summer; 10 hrs/wk fall, and optional 10 hrs/wk spring	23 weeks - summer session & fall semester, June 12 - Aug. 9, 2007 & Aug. 28 - Dec. 7, 2007. Optional 14 weeks in spring.	8 credit hours total (4 credits each semester) 12 credit hours total if exercising spring option
To-Go Summer Internship Program in Washington, D. C.*	Mandatory half-day orientation on 5/2/07; off-Grounds distance learning format & assignments; "on call" faculty	15 hrs/wk minimum	9 weeks minimum - summer session, June 12 - Aug. 9, 2007	4 credit hours total
To Go Summer Internship Program Abroad in Dublin, Ireland**	Mandatory, half-day pre-departure orientations on 3/23/07 & 5/2/07; off-Grounds distance learning format & assignments; "on call" faculty	40 hrs/wk	8 weeks - special summer session, June 4 - July 28, 2007	4 credit hours

### Drake University

#### Opportunity

Has business administrative internships but was restricted by pass code

#### Contact

Mary Edrington, Internship Coordinator

[Mary.edrington@drake.edu](mailto:Mary.edrington@drake.edu)  
(515) 271-2083

## **Washington Internship Program**

### **Purpose**

The Washington Internship Program - a combination of work and study - places undergraduate and graduate students, or college graduates, in our nation's capital for a semester (summer, fall, or spring). Yearlong internships are also available. You can also design your own internship

### **Contact**

[www.washingtoninternship.com](http://www.washingtoninternship.com)

## **The Washington Center for Internships**

### **Contact**

[info@twc.edu](mailto:info@twc.edu)  
202-336-7600  
[www.twc.edu](http://www.twc.edu)

### **Purpose**

Internships tailored to individual needs, with placements in the cultural sector.