

WS
6-10-08

CITY COUNCIL WORK SESSION
WITH THE ALEXANDRIA COMMISSION FOR THE ARTS
AND THE DEPARTMENT OF RECREATION, PARKS
AND CULTURAL ACTIVITIES

TUESDAY, JUNE 10, 2008

5:30 P.M.

CITY COUNCIL WORK ROOM

AGENDA

- I. Welcome and Introductions
William D. Euille, Mayor
Pat Miller, Alexandria Commission for the Arts
- II. Lord Cultural Resources Consultant Report
Pat Miller
Alexandria Commission for the Arts
- III. Funding the Arts
Kirk Kincannon, Director
Recreation, Parks and Cultural Activities
- IV. Recommended Changes to Policy on Acquired Art
Kirk Kincannon, Director
Recreation, Parks and Cultural Activities

Individuals with disabilities who require assistance or special arrangements to participate in the City Council Work Session may call the City Clerk and Clerk of Council's Office at 838-4500 (TTY/TDD 838-5056). We request that you provide a 48-hour notice so that the proper arrangements may be made.

DRAFT

City of Alexandria, Virginia

MEMORANDUM

DATE: JUNE 24, 2008

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER

SUBJECT: RECEIPT OF THE RECOMMENDED REVISIONS TO THE CITY OF ALEXANDRIA POLICY ON ACQUIRED ART

ISSUE: Receipt of the recommended revisions to the City of Alexandria Policy on Acquired Art.

RECOMMENDATION: That City Council:

- 1) Receive the recommended revisions to the City's Policy on Acquired Art as submitted by staff and the Alexandria Commission for the Arts (Attachment 1);
- 2) Schedule a public hearing for Saturday, September 13 to receive public comments on the proposed revisions to the City's "Policy on Acquired Art and schedule the policy for further consideration at the legislative meeting after the policy hearing and;
- 3) Thank members of the Commission for the Arts and the Commission's Public Art Committee for their efforts on behalf of City Council.

BACKGROUND: In September of 1987, City Council approved a document entitled: *Policy on Acquired Art*. This policy provides a mechanism for the acceptance of commissioned or donated art and requires the Alexandria Commission for the Arts, through its Public Art Committee, to review the art, assess design, consider installation and maintenance issues associated with the proposed art, hold a public comment period, and make a recommendation to City Council on whether or not the City should accept the artwork. The final authority to accept or decline the artwork lies with City Council.

DISCUSSION: The *Policy on Acquired Art* has undergone a review by the Commission for the Arts and City staff. The Commission and City staff changed language viewed as outdated and cumbersome. The recommended revisions to *the Policy on Acquired Art* include simplifying and clarifying the language of the policy; and as well as streamlining and combining the policy for art purchases, commissions and donations into a single policy.

The recommended revisions to the policy reflect of the Public Art Committee's study of art policies from other jurisdictions in the United States. The Commission and staff also conducted a study of the public art policies in the Commonwealth of Virginia (Attachment 2). Those jurisdictions in Virginia that were studied include: Arlington; Charlottesville; Norfolk; Richmond; and Roanoke City. Attachment 2 provides a matrix that shows how each jurisdiction addresses the following: Definition of Public Art; Permanent Works; Temporary Works; Governance; Public Art Committee; Administration; Site Selection; Artist Selection; Funding; Rights of the Artist or Donor.

While all of the five jurisdictions do not provide policy direction for each of the thirteen specific areas that are shown on the chart, all of the jurisdictions have a provision for the following: Definition of Public Art; Governance; Public Art Committee; Administration; Site Selection; Artist Selection; Funding; Rights of the Artist or Donor; Percentage and Type of Funding. In addition, the majority of jurisdictions studied, have provisions for the remaining items that are in the Recommended changes for the City Alexandria *Policy on Acquired Art*: Permanent Works; Temporary Works; Maintenance; Deaccession; Percentage and Type of Program.

The Public Art Committee and the Commission deliberated over the specific needs of the City of Alexandria, and have taken into account the history of public art in the City. These revisions are proposed in an effort to stay current with the public art standards for purchasing, commissioning, accepting and declining donations of art.

In summary, the recommended major revisions to the Policy on Acquired Art include:

- **Creating of the purpose and goals of the policy**
- Limiting the number of projects a single artist can have in the City of Alexandria to no more than one art project by any artist within the period of seven years
- Identifying responsibility roles for the Department of Planning and Zoning and, Recreation, Parks and Cultural Activities
- Creating of definitions for the language used in the policy
- Defining the creation of, make up, role and working mechanism of the Public Art Committee
- Increasing the membership of the Public Art Committee from 5 to 13
- Establishing a clear process for public notice
- Establishing the rights and responsibilities of the artist and or donor and, the City
- Requiring installation instructions and maintenance instructions for ongoing care of the art and addressing the potential creation of an escrow account for the art to cover ongoing maintenance costs
- Enhancing the City's ability to de-accession a work of art, and identifying that the disbursement of funds from potential sale proceeds, be allocated to the Commission for the Arts

The updates to the *Policy on Acquired Art*, will help establish a stronger foundation for a comprehensive public art program for the City.

FISCAL IMPACT: Proceeds from the sale of deaccessioned art would be allocated to the Commission for the Arts.

- ATTACHMENTS:**
1. Revisions to the City's *Policy on Acquired Art*
 2. Chart Comparing Public Art Policies in Five Other Jurisdictions

STAFF: Kirk Kincannon, Director, Recreation, Parks and Cultural Activities
Aimee Vosper, Division Chief, Recreation, Parks and Cultural Activities
Cheryl Anne Colton, Cultural Arts Administrator, Recreation, Parks and Cultural Activities

(Attachment 1.)

Policy
On
Acquired Art

City of Alexandria

**CITY OF ALEXANDRIA'S POLICY
FOR THE PURCHASE, COMMISSION AND DONATION
OF WORKS OF ART
~~BY THE CITY OF ALEXANDRIA~~**

The purpose of this Policy is to promote and encourage private and public entities to further the development and public awareness of and interest in art and cultural activities in the City of Alexandria. The goal is to integrate art into the City and to encourage economic development, stimulate interest in art and enhance Alexandria's reputation as a national leader in the arts. This Policy seeks to provide for future artistic endeavors and the promotion of Alexandria's cultural heritage, strengthen community pride and foster tourism.

SECTION ONE -- GENERAL PROCEDURE

- 1.1. **RESPONSIBILITY.** The authority ~~ultimate responsibility~~ for the purchase, ~~including the commissioning and acceptance~~ of works of art by the City of Alexandria (the "City") ~~is rests with the City Council. It shall~~ be the policy and practice for the City Council to seek a formal recommendation from the Alexandria Commission for the Arts (the "Commission") when ~~a work of art is to be purchased,~~ **commissioned or donated to the City or when funding for educational and other art related programs is requested.** The Commission and its subordinate bodies, **the Public Art Committee** shall act in accordance with this Policy Statement and ~~any internal guidelines established by the Commission.~~
- a. To encourage artistic expression in Alexandria no more than one art project by any one artist shall be acquired, donated, commissioned, or funded within a period of seven (7) years. All exceptions to this procedure must be approved by the City Council, the Commission and the Public Art Committee.
 - b. Prior to the approval of any art acquisition, commission, donation, purchase or funding for a program, a site for the work must be pre-identified and approved by the Recreation, Parks and Cultural Activities Department and the Planning and Zoning Department along with the Commission, the Public Art Committee, and other appropriate City departments or committees, in addition, the art acquisition, commission, donation, purchasing, or funding for a program must be approved by City Council.
 - c. The City may negotiate public art pieces on private property as part of the site planning process. The Recreation, Parks and Cultural Activities Department and the Planning and Zoning Department along other City departments will work with the Commission on these private public art projects.

- 1.2. **DEFINITIONS:** Alexandria Commission for the Arts shall be defined as § 2-4-90 of the Code of the City of Alexandria (1981) as amended.
- a. City Council, shall mean the Alexandria City Council as defined in § 2-1-1, et. seq., of the Code of the City of Alexandria(1981 as amended).
 - b. Permanent Works of Public Art or Permanent Art Programs work mean all works of art purchased, donated, commissioned or funded which shall be displayed or kept for two years or more, and shall be subject to competitive selection. Such process shall have been approved by the Commission and the Public Art Committee. All exceptions to this procedure must be approved by the City Council.
 - c. Public art, as defined by this policy, encompasses the broadest definition of art including the imaginative use and interplay of all artistic disciplines, including but not limited to performing arts and street fairs. Public art governed by this Policy shall be art that is visually or physically accessible to the public that is acquired by City funds, donated to the City, or approved by the City Council.
 - d. Public Art Committee shall be established by the Alexandria Commission for the Arts to advise the Commission regarding, purchase, commission, donation and funding of art.
 - e. Public art project shall mean:
 - (1) The commissioning of permanent works of art designed for specific public sites in Alexandria;
 - (2) The loan, purchase, donation or commission of art deemed appropriate for public sites;
 - (3) Artists contracted to work as integral members of architectural, infrastructure, and urban design teams; and,
 - (4) Installations, artist-in-residence programs, and other short term projects or planning activities that result in the creation of temporary or permanent public art.
 - f. Site Integrated Works of Public Art is art that is physically a part of a facility that cannot be removed or relocated without destroying the artwork. The lifespan of a site integrated work of public art can be temporary or permanent but terminates the end of the City ownership or with the demolition of the facility or specific site in the facility such as a wall, floor or as well, outside plaza areas.

- g. Temporary Works of Art or Programs shall mean any art or program which is displayed in City owned public place or space for a period up to two (2) years. Temporary works of art may be displayed, commissioned or funded without the use of a competitive selection process.

1.2.3. ~~PUBLIC ART COMMITTEE: REVIEW PANEL.~~ The Commission shall establish and appoint the members of a Public Art Committee (the "Committee") to advise the Commission on the purchase, commission, donation ~~and funding~~ of works of art.

1.3.2.1. The Committee will consist of up ~~to thirteen (13)~~ five members, as follows:

- (1) One Commissioner from the Commission for the Arts with expertise in art;
- (2) Up to five (5) persons who reside or work within the City with expertise in urban planning, landscape architecture and/or architecture;
- (3) Up to five (5) persons who reside within the City such as ~~an~~ two artists or arts professional; and ~~who reside or work in the City;~~
- (4) Two (2) persons who reside in the City with an interest in art.

~~two artists or art professional who may or may not reside in the City; and one citizen resident of the City.~~

1.3.2. The Chair of the Public Art Committee shall be appointed by the Chair of the Commission for the Arts.

1.3.2.3. Committee members will serve three-year terms. ~~Initial terms will be two three-year terms, two two-year terms and one one-year term to be determined by lot.~~ Committee members may serve a maximum of one two full three-year terms. Members may be reappointed to the Public Art Committee after a hiatus of two years.

1.2.3. ~~The Committee will have the right as it deems appropriate to appoint subordinate bodies and to consult Commission Resource Panels for advice on the acquisition of particular works of art.~~

- 1.3.2.4. The Committee will make its recommendations to the Commission regarding acquisitions, donation, commission and/or funding of particular works of art at the request of City Council as expeditiously as possible. ~~next regular Commission meeting held after the Commission requests the Committee's assistance unless a different timetable is agreed upon by the Commission and the Committee.~~
- 1.3.2.5. Members of the Committee are subject to all conflict-of-interest policies of ~~the Commission,~~ the City of Alexandria and Commonwealth of Virginia as detailed in Appendix A.
- 1.4.3. **PUBLIC NOTICE. CITIZEN INVOLVEMENT.** ~~The public shall be notified of a prospective purchase, commission, donation or funding of art, to the extent practicable, by notification in the local newspaper, on the City's website and the Commission for the Arts website. In addition, The public will be encouraged to express opinions, in writing, to the Commission.~~
- ~~1.3.1.~~ a photograph or model ~~or other means of notification may be used. Such notification shall be made at least two (2) weeks prior to the date of~~ of a prospective purchase (including as much information about the work as possible) will be displayed for public viewing in one or more prominent areas within the City at least two weeks before the Commission meetings to consider the acquisition, ~~purchase, donation, or funding of the art or program. If the purchase or acquisition involves public funding, notice and information about the public art will be in the public notice in a local newspaper and posted on the City's website.~~
- 1.5.4. **COMMISSION RECOMMENDATION.** After a review of the Public Art ~~Committee's report,~~ the Commission shall adopt a formal recommendation to the City Council. ~~relating to the proposed acquisition of any work of art by the City.~~
- 1.6.5. **FUNDING.** Commission funds ~~will be~~ **may be** set aside for the acquisition ~~and commission~~ of art in accordance with this Policy ~~Statement.~~ The Commission may also seek other sources of funding for this purpose.
- 1.7.6. **REFUSAL.** The Commission reserves the right to recommend that the City Council refuse any work of art.
- 1.8.7. **WORKS OF HISTORIC VALUE.** This policy shall not apply to any existing or future policies and procedures of the City of Alexandria and the Office of Historic Alexandria relating to works of historic interest and/or historic value.

1.9.8. **COMMISSION REVIEW REQUIRED.** Except as provided for in, paragraph 1.8.7, above, all works of art purchased with City funds are subject to this Policy ~~Statement~~ and guidelines promulgated by the Commission.

1.10.9-~~ART OWNED, FABRICATED OR DONATED BY A CITY EMPLOYEE. PRIOR APPROVAL OF CITY ATTORNEY.~~ No work of art owned by, under the control of or fabricated by a City employee shall be eligible for purchase or commission by the City without the prior approval of the City Attorney.

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SECTION TWO

RIGHTS AND RESPONSIBILITIES OF THE ARTIST, DONOR AND THE CITY OF ALEXANDRIA

- 2.1. **WRITTEN PURCHASE AGREEMENT.** No work will be purchased without a written agreement between the artist and/or donor and the City. The agreement must be ~~which has been approved by the City Council and~~ signed by the City Manager or his designee. Such agreement shall, prior to its submission to the City Council, be approved by the Commission and, as to its legal sufficiency, by the City Attorney.

Sample standard contracts indicative of a typical agreement for the purchase of a work of art and typical agreement for the Commission of a work of art are attached to this Policy Statement. ~~The Commission and the City Council may vary the terms of either if these sample agreements as circumstances require.~~

The City may require the Artist to waive all rights that she/he may have under the Visual Arts Rights Act, 17 U.S.C. § 101 et seq. (1990) (“VARA”) to protect the City’s interest. This waiver will permit the City to relocate, remove or deaccession the art. However, the City will make reasonable efforts to notify the artist before removal or relocation. In any event, the City has the right to relocate or remove art without notification to the Artist under emergency situations where art poses a threat to public safety or may harm public property.

- 2.2. **SITE-SPECIFIC WORKS OF ART.** Unless otherwise agreed ~~to in writing, by contract~~ the artist ~~or donor shall~~ will be responsible for fabrication, transportation, ~~and installation,~~ and maintenance of the art. ~~works.~~ The City will not assume liability for injuries to persons or property during installation. ~~of works.~~
- 2.3. **MAINTENANCE.** The artist or donor shall provide detailed instructions for the maintenance and ongoing care of the art, including future maintenance cost. The artist or donor may be required to fund an escrow account to cover the costs of maintaining the art.
- 2.4. **INSTALLATION.** The artist or donor shall provide detailed instructions for the installation requirements of the art and shall be responsible for fabrication, transportation and installation costs of the art. The artist or donor may be required to escrow funds to cover the costs to install the art.

2.5. ~~2.4.~~ **RECORDS.** The Commission or of its agent(s) will maintain a permanent record of art works owned by the City.

~~2.4.1~~—The Artist must complete a catalog worksheet supplied by the City before final payment for the work will be processed. The worksheet will include such information as the artist's name and the medium used.

2.6. ~~2.5~~ **CREDITS.** A notice, including **but not limited to**, the artist's **and/or** donor's name and **stating that** mentioning the City **is the owner of the art**, ownership, will be publicly displayed and identified with the **art-work**. **In the event the donor requests to remain anonymous, the credit will reflect this.** This notice will be fabricated, installed and paid for by the City. The Commission will approve the design of the notice.

2.7. **INSURANCE.** The City will insure, through commercial insurance or its own policy of self-insurance, all completed works of art purchased by the City for amounts and under conditions the City, with the advice of the Commission, deems appropriate. **The City will not necessarily insure works of art for the valued amount set forth in an appraisal submitted by donors or other valuations submitted by donors.**

~~2.8.3.~~ **DEACCESSIONING.** Deaccessioning means the formal process used to remove a work of art from the City's collection.

~~2.7.3.1.~~ This Policy Statement specifically contemplates that works from the City's collection may, from time to time, be sold or otherwise disposed of.

~~2.7.3.~~—Proposals to the City Council with respect to deaccession of works from the City's collection shall be previously considered by the Commission and the Panel.

~~2.7.3.2.~~ In determining whether any art work ~~is to~~ may be deaccessioned, the **following factors may be considered:** ~~consideration is given to:~~

- a. the City's ability to continue properly to preserve or care for the work;
- b. the extent to which the work may, in the context of the collection, be surplus, redundant, or a duplicate or of inferior quality;
- c. the extent to which the disposition of the work may, whether by exchange or through use of proceeds derived from its sale, permit the City to upgrade and refine the collection; ~~and/or~~

- d whether such work has been found to have been falsely documented, described or attributed and/or to be a forgery;
- e. whether the artist or donor has failed to comply with the terms of any contract with the City; and
- f. whether deaccessioning of the art would be in the best interest of the City.

2.7.3.3. No work that has been acquired by the City with a restriction as to its retention may be deaccessioned while such restriction remain in force. The Recreation, Parks and Cultural Activities Department through the Commission or designee of its agent shall be notified by the City Council of all such restrictions at the time of acquisition and will maintain a record of those restrictions.

2.7.3.4. If art was a work originally received as a gift for a still-living donor or purchase from a still-living artist, the City will, as a matter of courtesy, notify that person of any determination made by the City to deaccession that work.

2.7.5. The following methods of deaccession may be considered: exchange, public auction and private sale. If the work is sold, the proceeds from the sale of the deaccessioned work will be appropriated to the Commission. The details of the manner in which any deaccessioned work has been disposed of shall be a matter of public record.

2.7.3.6. ~~The manner in which a collection work which has been deaccessioned is to disposed of shall be determined by the City Council with the advice of the commission. Except in the case of a work which has been found to have been falsely documented, described or attributed and/or to be forgery, no single method is considered preferable for every instance. Among the method which~~ The following methods of deaccession may be considered: are:

- a. exchange;
- b. public auction; and
- e. private sale.

~~2.7.3.7.~~ In the case of a work which is found to have been falsely documented, described or attributed and/or to be a forgery and which is subsequently deaccessioned, additional consideration must be given to the protection of the public's interest. Depending upon the manner in which the work was originally acquired and all of the surrounding circumstances, consideration may be given to:

- ~~a.~~ rescinding any purchase by which the work was required;
- ~~b.~~ depositing the work on a long term basis in a scholarly archive devoted to the study of such material; and/or
- ~~c.~~ except in the case of a forgery and only if any error in the work's documentation, description or attribution will not thereby be perpetuated, public auction or private sale.

~~2.7.3.8.~~ The details of the manner in which any deaccessioned work has been disposed of shall be a matter of public record.

~~2.7.3.9.~~ If a work of art was purchased by the City from an artist is sold by the City during the lifetime of that artist, the artist shall be entitled to a royalty equal to seven (7) per cent of the difference between the City's purchase price and the gross sale price or fair market value of any property received in exchange for the work. This paragraph will not apply to the following:

~~2.3.9.1.~~ ~~1.~~ The resale of a work for a gross sale price less than \$500, or in exchange for property with a fair market value of less than \$500; and

~~2.3.9.2.~~ ~~2.~~ The resale of a work for a gross sale price of less than 140 per cent of the purchase price paid by the City, or in exchange for property with fair market value of less than 140 per cent of the purchase paid by the City.

~~2.7.3.10.~~ Proceeds from the disposition of deaccessioned works will be returned to the Commission's purchase fund.

POLICY
FOR THE ACCEPTANCE OF DONATIONS
OF WORKS OF ART
BY THE CITY OF ALEXANDRIA

SECTION ONE -- PROCEDURE

- 1.1. ~~RESPONSIBILITY.~~ The ultimate responsibility for the acceptance of donations of works of art by the City of Alexandria (the "City") rests with the City Council. It shall be the policy and practice for the City Council to seek a formal recommendation from the Alexandria Commission for the Arts (the "Commission") when a work of art is offered to the City as a gift. The Commission and its subordinate bodies shall act in accordance with this Policy Statement and any internal guidelines established by the Commission.
- 1.2. ~~REVIEW PANEL.~~ The Commission shall establish and appoint the members of a Public Art Committee (the "Committee") to advise the Commission on the acceptance of donated works of art.
- 1.2.1. The Committee will consist of five members, as follows:
- _____ two artists or arts professionals who reside or work in the City;
 - _____
 - _____ two artists or arts professionals who may or may not reside or work in the City; and
 - _____ one citizen resident of the City.
- 1.2.2. ~~Committee members will serve three-year terms. Initial terms will be two three-year terms, two two-year terms and one one-year term, to be assigned by lot. Committee members may serve a maximum of one full three-year term.~~
- 1.2.3. ~~The Committee will have the right as it deems appropriate to appoint subordinate bodies and to consult Commission Resource Panels for advice on the acquisition of particular works of art.~~
- 1.2.4. ~~The Committee will make its recommendations regarding acquisitions of particular works of art at the next regular monthly Commission meeting held after the Commission requests the Committee's assistance, unless a different timetable is agreed upon by the Commission and the Committee.~~

- ~~1.2.5. Members of the Committee are subject to all conflict of interest policies of the Commission, the City of Alexandria and the Commonwealth of Virginia as detailed in Appendix A.~~
- ~~1.3. **CITIZEN INVOLVEMENT.** The public will be encouraged to express opinions, in writing, to the Commission.~~
- ~~1.3.1. A photograph or model of prospective donation (including as much information about the work as possible) will be displayed for public viewing in one or more prominent areas within the City at least two weeks before the commission meets to consider the acquisition.~~
- ~~1.4. **COMMISSION RECOMMENDATION.** The Commission shall adopt a formal recommendation to the City Council relating to the proposed acquisition of any work of art by the City.~~
- ~~1.5. **REFUSAL.** The Commission reserves the right to recommend that the City Council refuse any work of art.~~
- ~~1.6. **WORKS OF HISTORIC VALUE.** This policy shall not apply to any existing or future policies and procedures of the City of Alexandria and the Office of Historic Alexandria relating to works of historic interest and/or value.~~
- ~~1.7. **COMMISSION REVIEW REQUIRED.** Except as provided in paragraph 1.6, all works of art offered as gifts to the City are subject to this Policy Statement.~~
- ~~1.8. **PRIOR APPROVAL OF CITY ATTORNEY.** No work of art owned by, under the control of or fabricated by a City employee shall be eligible for purchase or commission by the City without the prior approval of the City Attorney.~~

SECTION TWO — RIGHTS AND RESPONSIBILITIES OF THE DONOR AND THE CITY

2.8 POLICIES SPECIFIC TO DONATED ART.

2.8.1. **LOANS.** The City will consider accepting works of art on loan where it determines that ~~acceptance of the loan of the work will~~ **be** in the best interests of benefit the City. All ~~such loaned~~ **art** shall be for a definite time period. ~~based on the life of the donor~~

2.8.2. **LIFE ESTATES.** The City will consider accepting the donation of any work of art in which the donor or ~~one other~~ **another** person retains an interest for life where it determines that acceptance of the work will **be in the best interest of** the City.

2.8.3. **FRACTIONAL INTERESTS.** The City will consider accepting the donation of fractional interest of any work of art where it determines that acceptance of the work will **be in the best interest of** benefit the City.

2.8.4. **COPYRIGHT.** Each ~~donation must be accompanied by~~ a clear statement from the donor regarding ownership of the copyright for ~~that the work of art.~~

~~2.5. DEACCESSIONING. Deaccessioning means the formal process used to remove a work of art from the City's collection.~~

~~2.5.1. This Policy Statement specifically contemplates that works from the City's collection may, from time to time, be sold or otherwise disposed of.~~

~~2.5.2. Proposals to the City Council with respect to deaccession of works from the City's collection shall be previously considered by the Commission and the Panel.~~

~~2.5.3. In determining whether any work is to be deaccessioned, consideration is given to:~~

~~— The City's ability to continue to properly preserve or care for the work;~~

~~— The extent to which the work may, in the context of the collection, be surplus, redundant, or a duplicate of inferior quality;~~

~~— The extent to which the disposition of the work may, whether by exchange or through the use of proceeds derived from its sale, permit the City to upgrade and refine the collection; and/or~~

~~— Whether such work has been found to have been falsely documented, described or attributed and/or to be a forgery.~~

~~2.5.4. No work which has been acquired by the City with a restriction as to its retention may be deaccessioned while such restriction remains in force. The Commission or its agent shall be notified by the City Council of all such restrictions at the time of acquisition and shall maintain a record of those restrictions.~~

~~2.5.5. If a work was originally received as a gift from a still living donor or purchased from still living artist, the City will, as a matter of courtesy, notify that person of any determination made by the City to deaccession that work.~~

~~2.5.6. The manner in which a collection of work that has been accused is to be disposed of shall be deaccessioned is to be disposed of shall be determined by the City Council with the advice of the Commission. Except in the case of a work that has been found to have been falsely documented, described or attributed and/or to be forgery, no single method is considered preferable for every instance. Among the methods which may be considered are: Exchange; Public auction; and Private sale.~~

~~2.5.7. In the case of work which is found to have been falsely documented, described or attributed and/or to be a forgery and which is subsequently deaccessioned, additional consideration must be given to the protection of the public's interest. Depending upon the manner in which the work was originally acquired and all of the surrounding circumstances, consideration may be given to:~~

- ~~—— Rescinding any purchase by which the work was acquired;~~
- ~~—— Depositing the work on a long term basis in a scholarly archive devoted to the study of such material; and/or~~
- ~~—— Except in the case of a forgery and only if an error in the work's documentation, description or attribution will not hereby be perpetuated, public auction or private sale.~~

~~2.5.8. The details of the manner in which any deaccessioned work has been disposed of shall be a matter of public record.~~

~~2.5.9. If a work which was donated to the City by an artist is sold by the City during the lifetime of that artist, the artist shall be entitled to a royalty equal to seven (7) per cent of the difference between the City's purchase price and the gross sale price or the fair market value of any property received in exchange for the work. This paragraph will not apply to the following:~~

~~2.5.9.1. ——— The resale of a work for a gross sale price of less than \$500, or in exchange for property with a fair market value of less than \$500; and~~

~~2.5.9.2. The resale of a work for a gross sale price of less than 140 per cent of the purchase price paid by the City, or in exchange for property with a fair market value of less than 140 per cent of the purchase price paid by the City.~~

~~2.5.10. Proceeds from the disposition of deaccessioned works will be returned to the Commission's purchase fund.~~

~~2.6. RECORDS. The Commission or its agent(s) shall maintain a permanent record of works owned by the City.~~

~~2.6.1. Donors will complete a catalog worksheet for each work of art, including such information as the artist's name and the medium used.~~

~~2.7. CREDITS. The donor will be named in the City's permanent record and whenever a work of art is exhibited unless the donor requests to be anonymous.~~

~~2.9 APPRAISALS. Neither the Commission nor the Public Art Committee Panel will provide to donors appraisals of donated works of art. The Commission will require a donor to submit an appraisal of the donated work of art. The appraisal shall be completed by a member of the American Society of Appraisers for insurance purposes. This requirement may be waived at the discretion of the Commission.~~

~~2.9. INSURANCE. The City will insure, through commercial insurance or its own policy of self insurance, all completed works of art accepted for its collection for amounts and under conditions the City, with the advice of the Commission, deems appropriate. The City will not necessarily insure works or art for the amount at which such works are valued in appraisals submitted by donors or solicited by the city or the Commission.~~

Chart Comparing Public Art Policies of Five Jurisdictions

Provision	Alexandria Current	Alexandria Proposed	Arlington, VA	Charlottesville, VA	Norfolk, VA	Richmond, VA	Roanoke, VA
Definitions: Public Art	No definition in policy	Broadest definition inc. all disciplines, performing arts & direct fairs accessible to the public whether purchased, leased, commissioned or donated.	Original or limited edition works of art accessible to the public and may possess functional as well as aesthetic qualities. All forms in any discipline or medium	Includes but is not limited visual art—original work that includes drawings, paintings, murals, graphic art, sculpture, photography, tape relief, mixed media art and other appropriate art forms.	Visual arts works: sculpture, artwork, drawing, painting, fresco, mosaic, photograph, neon, glass, limited edition print or calligraphy, sound, literary elements, video/film, hybrids of any existing media or new genres, or integral to architecture and landscape.	Sculpture, painting, photograph, posters, mosaic, crafts, mixed media, decorative, ornamental or functional elements, murals, earthworks and environmental artworks	Original or limited edition works of art in any discipline or medium accessible to the public, encompasses the broadest definition of visual arts including the imaginative use of interplay of all artistic disciplines. Sculpture and paintings, aesthetic enhancements such as fountains, landscaping, textured walls, mosaics, tiles, columns, patterned pavement, grillwork, and other ornamentation.
Permanent Works	No time limit in policy	Displayed or kept 2 years or more	Displayed or kept 3 years or more	Pieces purchased from time to time through the Art In Place competition Timeframe not defined	Decapositions not before 10 years.	Not defined	Not defined
Temporary Works	No time limit in policy	Displayed up to 2 years May be purchased w/o competitive process	Displayed or kept less than 3 years	Works with the Art In Place organization to annually install temporary pieces in community.	Not defined, relocation or removal are however options articulated. Able to have temporary installations for community projects and for educational outreach for projects	Not defined	Not defined
Governance	Recommendations made by Public Art Committee to Commission for the Arts Final authority for with City Council	No changes	Recommendations made by Commission for the Arts to County Board	Recommendations made by the Art & Sculpture Committee of the Piedmont Council of the Arts, who then makes a recommendation to Recreation Department, who then Piedmont Council along with Recreation Department makes recommendation to City Council who has final authority to accept permanent pieces	Public Art Commission makes recommendation to City Manager. City Manager determines if City Council needs to approve Subcommittee of PAC has City Council representative, the Planning Department Director and Planning Commission work closely with PAC	City Council Commission appointed by Planning Commission PAC Recommends to Planning Commission Submits approvals through OMB and City Manager's Annual Budget	Roanoke Arts Commission makes recommendation to City Manager. City Manager makes recommendation to the City Council for approval Commission advises Council on all matters related to public art
Public Art Committee	5 members	13 members chaired by a member of the Commission	Subcommittee of the Arts Commission - 7 members	Director of Recreation Department sits on Board of Directors of the Art In Place organization and the Department's Landscape Designer sits on the selection committee for the selection of the art Art and Sculpture Committee of Piedmont Council of the Arts works with Recreation Department with selection of permanent art in City facilities.	Eleven members appointed by City Council. Member from Planning Commission, Design & Review and the Arts and Humanities have standing seats on PAC	Eleven members w/ staggered 3 yr terms, Director of Community Development holds permanent seat	Fifteen members appointed by City Council
Administration	Department of Recreation, Parks & Cultural Activities	No changes	Department of Parks, Recreation and Community Resources	Department of Recreation and Parks	Department of Cultural Facilities, Arts and Entertainment, Bureau of Cultural Affairs and Special Events w/ PAC	Department of Planning hires Public Art Coordinator to work w/ PAC	Department and Division of Economic Development, City Manager responsible for public art and public art inventory.
Site Selection	Case-by case basis for the site selection. Arts Commission, Public Art Committee and other departments or committees assist with the site selection, not pre-identified prior to acceptance and approvals	Pre-identified prior to acceptance and approvals by City Council, Arts Commission, Public Art Committee and other departments or committees assist with the site selection	County-initiated projects located on sites identified in Public Art Master Plan County may negotiate public art on private property as part of site planning process Community-initiated projects may also be proposed by application to County.	Site selection for temporary installations proposed by Art In Place, then Director of Recreation Department works with Traffic, Public Service and Utilities Departments to get approvals for the site Landscape Designer of Recreation Department involved with developing the recommendation	City Depts work with Public Art Commission on projects over \$500,000 places 1% in Public Art account for Bureau art projects Project Planning Committee determines site for public art	City Depts work with OMB for public art projects in excess of \$250,000 art works receive 1% of total cost Public art projects. Site Selection Team determines location and seeks approvals as necessary	City initiated projects, 1% of projects Private projects to be included with proposed site plans. Commission reviews the public art proposal and makes a recommendation to developer and City for appropriateness to site plan. Community initiated groups, or neighborhood association propose a public art project for site on or not on the public art site plan, they apply for City funds to implement project

Chart Comparing Public Art Policies of Five Jurisdictions

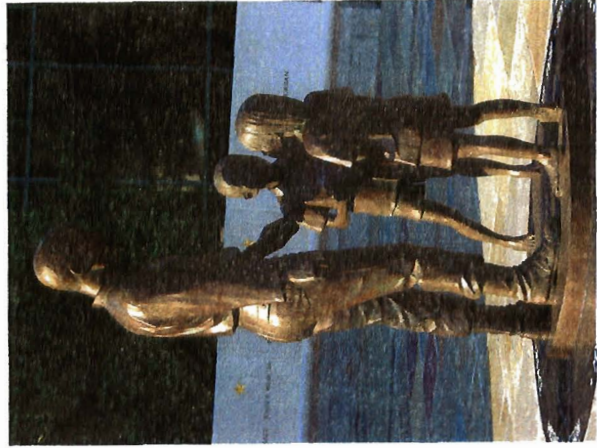
Provision	Alexandria Current	Alexandria Proposed	Arlington, VA	Charlottesville, VA	Norfolk, VA	Richmond, VA	Roanoke, VA
Artist Selection	Open competition, individual competition or direct selection	No changes	Open competition, individual competition or direct selection	Open competition, limited competition, and by direct purchase. Appropriate selection method determined by the review committee. Procedures for the selection of the art developed as the proposal process to solicit art	Open competition, individual competition or direct selection	Open competition. Pre-qualification of Bidders, or Direct Solicitation/Single Source	Open competition, individual competition or direct selection
Funding	Commission funds and donations can be used for public art. Public art in private development projects is negotiated through the Planning & Zoning Department as part of the site planning process.	No changes	Direct county funding. Biannual amount up to 5% of CIP budget. Developer contributions negotiated as part of the planning process. deposited in Public Art Fund and administered by Department of Parks, Recreation and Cultural Resources which provides staff and general program support.	Direct City funding from City's CIP and partnering programs greater than \$100,000. 1% of total cost of the project to be set aside to commission or purchase art for a project or public spaces. Annually \$10,000 given to AAI in place to conduct temporary public art competition.	Direct funds through CIP of project in excess of \$500K get 1% of cost, also private sector can contribute funds or art reviewed by PAC w/ recommendation to City Manager.	Direct funds through annual CIP of projects in excess of \$250K get 1% of cost, also private sector funds through Community Foundation. Negotiated with developers w/ PAC and Planning Department.	Direct funds through CIP project, no more than \$100K per eligible project may be allocated through the 1% calculation. Private sector and community projects have not yet occurred.
Rights of Artist or Donor	Not in policy	Governed by contract. In general, City retains ownership. Developer projects negotiated case-by-case.	Governed by contract. In general, County retains ownership. Developer projects negotiated case-by-case.	Governed by contract for City projects. Between artist and CIP. AAI in place projects between artist and AAI in place.	Governed by contract. In general, County retains ownership. Developer projects negotiated case-by-case.	Governed by contract. In general, County retains ownership. Developer projects negotiated case-by-case.	Governed by contract. In general, County retains ownership. Developer projects negotiated case-by-case.
Maintenance	Requirement to submit maintenance plan, but not in policy.	Artist or donor to provide a detailed instruction and maintenance plan, may be required to fund escrow account for maintenance.	County-initiated projects maintained by County.	Not defined.	Reserve funds for maintenance % of project. Actual % not articulated.	5% reserved for maintenance of public art project maintained by City. 5% reserved for maintenance of public art project by private sector governed by Public Art Fund w/ County Foundation.	Not yet defined.
Deaccession	If gift or commissioned piece becomes "hazard or liability," fairly documented, or in best interest of the City, may be relocated, sold or disposed of if work is sold, the proceeds from sale to be appropriated to Commission.	Simplified the process for deaccession detailing the methods and processes and updating the language.	If gift or commissioned piece becomes "hazard or liability," may be relocated. Developer projects to be conserved if possible or replaced at developer expense.	Not defined.	Concerns about condition or security of art, excessive maintenance or details, endangerment of public safety, significant changes in use, character or design of site or replacement of work for something more appropriate by same artist(s). PAC reviews circumstances, written report prepared to City Manager, artist has right for final say.	Not defined.	If piece becomes "hazard or liability," may be relocated or moved. City Manager brings these issues to the Roanoke Art Commission for study and recommendation for removal or relocation. Private sector pieces not defined.
Percentage and Type of Programs	Not in policy	Public Goal of 5 - 1% in public facilities. Private, negotiation goal of 1/2-1% in developer contribution.	Public Goal of up to 5% of CIP. Private, Determined by precontract amount, currently under review.	Public 1%. Private N/A.	Public 1%. Private Negotiation a goal of 1%.	Public 1%. Private Negotiation a goal of 1%.	Public 1%. Private Negotiation no goal set.

City of Alexandria, Virginia

City Council Work Session

with the Alexandria Commission for the Arts and
the Department of Recreation, Parks and Cultural Activities

Tuesday, June 10, 2008



Arts Organization Structure and Community Visioning Plan

prepared by Lord Cultural Resources, Planning and Management, Inc.

15 Recommendations

Recommendation 1 - City Council adopt new vision for the Commission for the Arts.

“The Arts in Alexandria are a vibrant mix of 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.”
(City Council, received report, February 23, 2008)

Recommendation 2 - City Council adopt a revised mission for the Commission for the Arts.

“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.”
(City Council, received report, February 23, 2008)

Recommendation 3 - Department of Recreation, Parks and Cultural Activities and

Commission for the Arts convene a forum of City Department, relevant commissions, agencies and organizations to discuss the City’s vision for the Arts and how they can contribute to it through collaboration.

(Holding meetings with various City Departments, RPCA to convene forum in Fall 2008)

Arts Organization Structure and Community Visioning Plan

prepared by Lord Cultural Resources, Planning and Management, Inc.

15 Recommendations

- ✓ **Recommendation 4** -- Commission for the Arts to adopt goals, strategies and actions to contribute to the City's Vision for the Arts, fulfill its role and responsibilities 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.

(Adopted by ACA, June 19, 2007)

- ✓ **Recommendation 5** – Commission for the Arts 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.
(Adopted by ACA, June 19, 2007)

Arts Organization Structure and Community Visioning Plan

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15 Recommendations

- ✓ **Recommendation 6** – Commission for the Arts recommend to Council to:
- Secure a youth appointment to the Commission;
(Council approved TC Williams Senior appointment to ACA, 2007)
 - Revise descriptions of what Commissioners do and require these skills for City Council to consider when appointing Commissioner.
(Commission to review over Summer 2008, and present descriptions to Council in FY2009)

- ✓ **Recommendation 7** – Review Commission’s 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.
(Completed, project focused budgets, ongoing)

- ✓ **Recommendation 8** – Work 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.
(Ongoing)

Arts Organization Structure and Community Visioning Plan

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15 Recommendations

- ✓ **Recommendation 9** – Solicit and encourage internship placement to provide administrative, research or technical assistance for special projects and advance short and long-term goals of the Commission.
(Active program since 1992, ongoing)

Recommendation 10 – Work with City to develop a Percent for Art initiative, which will contribute funds the Public Art program.
(In process)

Recommendation 11 – The Commission select specific projects and initiatives which are potentially attractive for corporate, private donor, or grant funding, and develop appropriate strategy to seek funds, such as sponsorships, fundraising events, partnerships with not-for-profits, or grants requests to foundations or granting agencies.
(In process)

Arts Organization Structure and Community Visioning Plan

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15 Recommendations

- 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 Commission develop an annual budget and request for increased funding from City Council.
(TBD, in FY 2009)
- Recommendation 13** – Develop a strategy to promote the opportunity for individual donors to contribute funds to support the Grants Program.
(Commission to review over Summer, 2008, TBD FY 2009)
- Recommendation 14** – That the Commission’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.
(In process)
- ✓ **Recommendation 15** – Sponsor a series of workshops with arts organizations on fundraising strategies.
(Ongoing, artCHAT programs – February “Arts and Economic Prosperity III Study” and May “Social Networking to Grow Audiences”)

Funding the Arts

(Recommendation 10)

- I. Creation of a Development Formula that is consistently applied across the City.
- II. Creation of a funding mechanism through City Public Buildings and Park Development for City-wide art projects.

Matrix: Tab 3, identifies five current funding mechanisms across the Commonwealth of Virginia

Funding the Arts (Recommendation 10)

I. Creation of a Development Formula that is consistently applied across the City.

Recommendation: City goal to achieve 1/2% to 1% contribution, as part of each major private sector development project, reinforced through small area plans.

Funding to be used for the following:

- Art programs throughout the City (visual arts, dance, theatre, music, literature and permanent art installations).
- Temporary Public Art Installations (City Galleries, Art in Place, Chicago Cows, City of Angels).
- Additional Grant Funding.

Funding the Arts

(Recommendation 10)

Recent Developer Funded Art Projects

- 800 S. Washington Street
- Edmondson Plaza
- PTO, Pillars of Light
- Monarch



Funding the Arts (Recommendation 10)

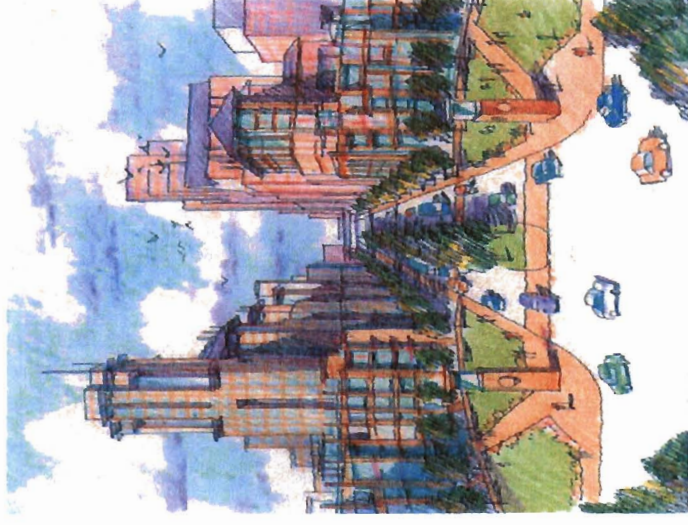
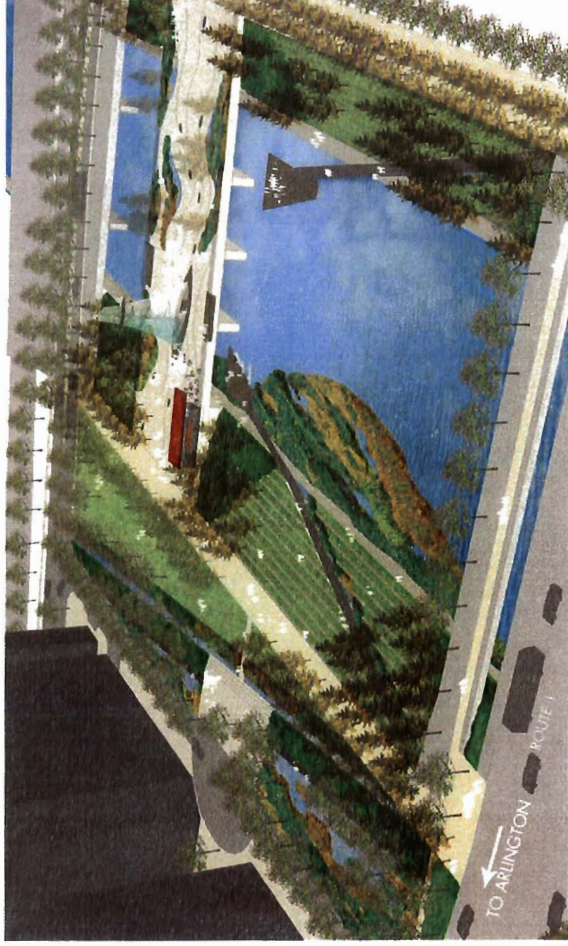
II. Creation of a funding mechanism through City Public Buildings and Park Development for City-wide art projects.

Recommendation: City's goal to be 1/2% to 1% of city monies budgeted for public buildings and park development based on the construction cost of the project, and based on available funding.



Future Directions to be Explored

- Arts and Cultural Districts
- Tied to Economic Sustainability
- Incorporated into small area plans



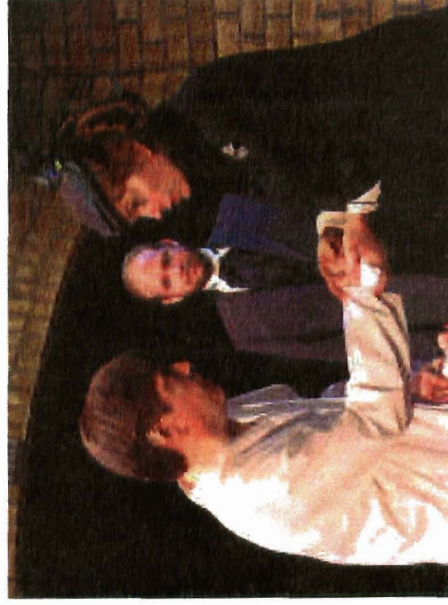
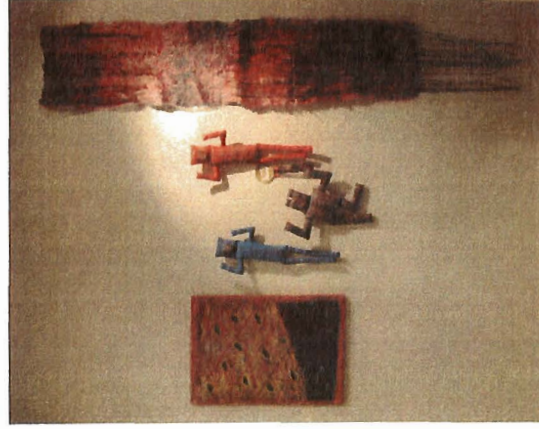
Existing Resources

- Alexandria Commission for the Arts Grant Program and operating expenses: \$213,253
- Dr. Oswald Durant Memorial Center: \$330,424
- Administrative Funding Dedicated to the Arts: \$194,616
- Festival of the Arts and Film Festival: \$25,000



Existing Resources

Grant Program includes funding for multiple art disciplines.



Policy on Acquired Art

- **Proposed Revisions to the City's Policy on Acquired Art**
 - Creation of the purpose and goals of the policy
 - Limiting the number of projects a single artist can have in the City of Alexandria to no more than one art project by any artist within the period of seven years to promote diversity
 - Identifying responsibility roles for the Department of Planning and Zoning and, Recreation, Parks and Cultural Activities
 - Creation of definitions for the language used in the policy
 - Defining the creation of, make up, role and working mechanism of the Public Art Committee

Policy on Acquired Art

- **Proposed Revisions to the City's Policy on Acquired Art**
 - Increasing the membership of the Public Art Committee from 5 to 13
 - Establishing a clear process for public notice
 - Establishing the rights and responsibilities of the artist, art donor, and the City
 - Requiring installation instructions and maintenance instructions for ongoing care of the art and addressing the potential creation of an escrow account for the art related to ongoing maintenance costs
 - Enhancing the City ability to de-accession a work of art, and identifying that the disbursement of funds from potential sale proceeds, be allocated to the Commission for the Arts
- **Council to receive the policy on June 24 and set it for a public hearing on Saturday, September 13, 2008**

Discussion



Alexandria Commission For The Arts

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.

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.

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.

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 20th 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

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.

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

Goal 1	ACA's Needs	Strategies	Actions
1.3	<ul style="list-style-type: none"> • 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 • To encourage inter-organizational collaboration to meet mutual needs 	<ul style="list-style-type: none"> • Understand needs and goals of different organizations • Encourage dialogue among arts organizations • Collaborate with organizations of similar needs /issues to identify development strategies • Develop quantitative and qualitative measures of effectiveness to demonstrate value of ACA's role 	<ul style="list-style-type: none"> • 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 • 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) • 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 • Communicate to arts organizations market trends (such as presented in the Interim Report) • Encourage Council to commission a feasibility study assessing the need for a purpose-built performing arts facility • Develop an inventory /data base of services and resources that arts organizations targeted at their needs • Document ACA activities and changes in organizational capacity and outcomes annually
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"> • Review the issues and challenges, future goals and needs of the Public Art Program • Develop a 3-5 year plan for Alexandria's public art program and identify needs for effective implementation including funding and staff support

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"> • Develop a qualitative and quantitative "case" for the arts • Communicate with Council and other stakeholders • Communicate it broadly, engaging leaders and/or celebrities in the campaign 	<ul style="list-style-type: none"> • Review literature and national sources and data, identify "case studies" that are relevant to Alexandria (e.g., arts and waterfront redevelopment) • 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 • Prepare "case" statement and communications strategy • Recruit leaders from different segments of the community to serve as honorary spokespersons for the Arts • Organize arts information days for City Council and staff
		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"> • To demonstrate ACA's role in promoting the arts as essential to community vitality • To encourage dialogue about the value of the arts broadly among the diverse segments of the community 	<ul style="list-style-type: none"> • Lead public discussion about the value of the arts and its significance in social, cultural and economic vitality • Collaborate with sectors of the community who share concerns for a vibrant community, such as business, educators, academics, social service providers 	<ul style="list-style-type: none"> • Initiate discussions with leaders from different sectors of the community • 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.
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"> • To communicate that the City values the arts • To make the arts more visible as part of civic identity • To communicate more effectively the ACA's role 	<ul style="list-style-type: none"> • Collaborate with the City to develop a stronger presence for the arts in City communications • Communicate consistently a strong brand identity 	<ul style="list-style-type: none"> • Greatly enhance the presence of the arts on the City's website, e.g., <ul style="list-style-type: none"> ▪ Incorporate on home page ▪ State full name of RPCA department ▪ Incorporate images of the arts on departmental page and elsewhere ▪ Review presence in economic development promotion (e.g., business relocation and tourism) ▪ Stronger reference to ACA • Update ACA's website • 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 • Deliver consistent brand and design standards in annual reports and communications • Make communicating the impact and benefit of the arts and ACA's effect priority messages

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"> To respond to the diminished access to arts experiences by students in public schools due to funding and curriculum changes To encourage development of opportunities for youth to participate in the arts 	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"> Research arts outreach programs (e.g., artists in schools, ticket discount program, after school programs, "take your child to the arts day") Convene stakeholder group (e.g., teachers, students, parents, arts organizations, artists, other service organizations) for discussion and development of needs and strategies Identify role for ACA – potential for sponsorship or foundation grants to place artists in the schools
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"> Engage residents in a celebration of how they participate in the arts Collaborate 	<ul style="list-style-type: none"> 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
3.3	To demonstrate that the arts can meet broader community needs	<ul style="list-style-type: none"> Collaborate with health (e.g., American Red Cross), social service (e.g., United Way) or justice system on a community initiative 	<ul style="list-style-type: none"> Initiate discussions with agencies or organizations active in Alexandria to discuss potential collaborations
See also 1.3			

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.

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:

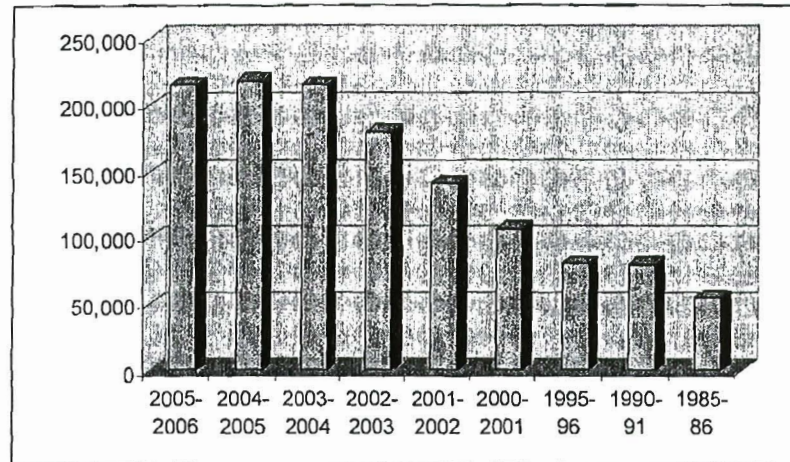
- ACA will be more effective as a volunteer, public commission.
- ACA will better serve City Council and the arts community.
- City will increase support to ACA to support the arts and ACA initiatives.
- More citizens will be interested in volunteering as an ACA Commissioner or in other capacities.

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 20th 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	1.1 Volunteer/intern time, hard costs for survey and creation of database, TBD (City or grant funded) 1.2 ACA volunteer time; pro-bono or fees for expertise TBD, potential for grant funding. 1.3 Volunteer/intern time, RPCA staff time, hard costs for audience research (potential for grant funding) TBD; hard costs for feasibility study 1.4 RPCA staff time, ACA volunteer time
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.	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 2.2 ACA volunteer time; hard costs for forum TBD from in-kind, sponsorships, grants 2.3 ACA volunteer time 2.4 RPCA and City staff time, ACA volunteer time; fees for Webmaster/designer TBD; fees for graphic designer for new logo TBD

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"> • 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. 	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

Appendix A: Summary Table of Recommendations

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

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).

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

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 arts@arts.virginia.gov

National Art Education Association

Contact

1916 Association Drive
Boston, VA 20191-1590
703.860.8000
www.naca-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

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

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
(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

The Washington Center for Internships

Contact

info@twc.edu
202-336-7600
www.twc.edu

Purpose

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