

how we can best support the creative life
of residents today and for years to come

A Year-Long Community Listening Project
by Cuyahoga Arts & Culture

January 2017

COMMUNITY
EVENTS

Love, understanding
Love, respect
Love

④ My History

Truth & Respect
understand
communication
with each other

History
of Black
People

Communication

Carpentry

Chute

Knowledge

Staying
connected
w/ family

Teach our children
about the facts
of life and the
importance of
having respect
for all people

my
grandparents

Coming
together

Round Three ④
of neighborhood
history

Lab

Education

Working
together

Painting



how we can best support the creative life of residents today and for years to come

**A Year-Long Community Listening Project
by Cuyahoga Arts & Culture**

January 2017



Cuyahoga Arts & Culture is embarking on a year of celebration, reflection, and discovery.

This year marks a decade of our agency's work to strengthen organizations and inspire residents across Cuyahoga County through our investments in arts and culture.

Starting in 2015, when Cuyahoga County residents overwhelmingly supported the renewal of the 10-year tax to support arts and culture in our community, we embarked on a project to better understand how we could best support the creative life of Cuyahoga County residents now, and for years to come.

Today, we're pleased to share Cuyahoga Voices & Vision, a community listening project resulting from thousands of conversations with county residents, the arts and cultural community, and you.

During this 18-month process, we heard clearly that we need to continue to support our community's artists and cultural organizations, while exploring ways to recognize and equitably support Cuyahoga County's varied cultural ecology. Our planning and listening led us to craft a vision that will guide our next ten years:

All Cuyahoga County residents experience a meaningful cultural life.

In the pages that follow, you'll find our roadmap, which includes the key findings from our project, plus a report from our project consultants, Nick Rabkin (ReMaking Culture) and Holly Sidford (Helicon Collaborative), who lay out a number of recommendations for CAC based on our process and the data we collected.

We encourage you to visit future.cacgrants.org, our digital home for the project's methodology, stories from participants, and our plan for action in the coming years.

We hope you'll join us as we continue to work to foster deeper connections between residents and the arts and culture that makes our community a vibrant place to live, work, and visit.



KAREN GAHL-MILLS
ceo + executive director



JOSEPH P. GIBBONS
president, board of trustees



MARK AVSEC
board of trustees



GWENDOLYN GARTH
board of trustees



STEVE MINTER
board of trustees



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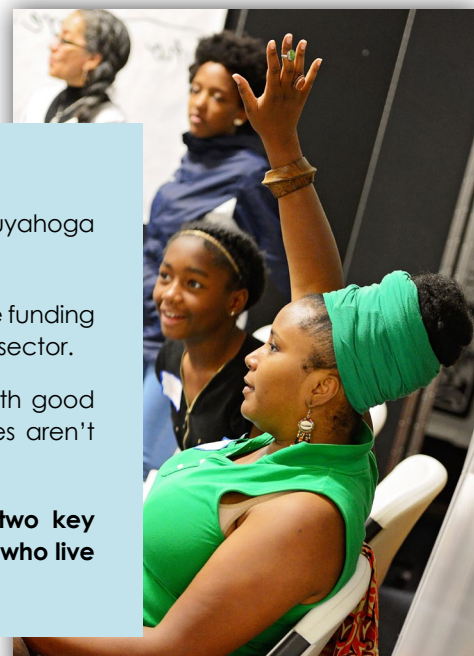
Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. Through our grantmaking, we support the people and organizations that create cultural experiences that are important to our residents' health and vitality.

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

PHASE I

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

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



PHASE II

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

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

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

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

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



Our mission, which remains unchanged since 2011, will continue to be our primary guide to accomplishing this work. We also affirm a new vision and new set of values that will, together with our mission, support all of our efforts for the next 10 years.

MISSION

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

VISION

All Cuyahoga County residents experience a meaningful cultural life.

VALUES

CONNECTION

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

DISCOVERY

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

EQUITY

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

SERVICE

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

STEWARDSHIP

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

TRUST

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

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

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

Next Actions

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



In May 2016, 175 administrators, artists and staff of groups CAC supports kicked off CAC's listening process by sharing perspectives and ideas.

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

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

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

Next Actions

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

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

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



At the Listening Sessions, County residents took part in activities that allowed them to voice their thoughts on the value of arts and culture to their community.

summary of learnings from community listening project

**by Nick Rabkin, *ReMaking Culture* and
Holly Sidford, *Helicon Collaborative***

January 2017

SUMMARY OF LEARNINGS FROM COMMUNITY LISTENING PROJECT

Cuyahoga Arts & Culture's community listening project was designed in partnership with Nick Rabkin and Holly Sidford. As national experts, this collaborative work built on Rabkin and Sidford's 2014 report, "The Public Benefits and Value of Arts & Culture" ([available here](#)).

In the pages that follow, you'll see an overview of the listening project methodology, national context, and recommendations for Cuyahoga Arts & Culture to consider over the next ten years.



Nick Rabkin
ReMaking Culture

Nick Rabkin has more than three decades of experience in arts and culture, cultural policy, arts education, philanthropy and research, often focused on how culture enriches our communities and democracy. reMaking Culture does research, planning, and consulting for cultural organizations, policy and advocacy, philanthropy, and public agencies. Clients include the Irvine Foundation, the League of American Orchestras, the Rockefeller Foundation, Rush Hour Concerts, Lookingglass Theatre (Chicago), the Krannert Center at the University of Illinois, and the School of the Art Institute of Chicago. Nick was a member of the consulting team that developed the Chicago Cultural Plan, and is a former Senior Research Scientist at NORC at the University of Chicago. He has been the director of the Center for Arts Policy at Columbia College Chicago, senior program officer for arts and culture at the MacArthur Foundation, Deputy Commissioner of Cultural Affairs for Chicago, and executive director of the Organic Theater.



Holly Sidford
Hellicon Collaborative

Holly Sidford is a systems thinker who draws on her training as an historian and her experiences as a program developer and funder as she seeks new ways to elevate the role of artists, recognize the full diversity of creative expression and make the arts and culture a more central part of community life. Her work is often a thought-provoking catalyst for change, and include reports such as Bright Spot Leadership in the Pacific Northwest (Paul G. Allen Family Foundation, 2012), Fusing Art, Culture and Social Change (National Committee for Responsive Philanthropy, 2011) and Making Meaningful Connections (James Irvine Foundation, 2014). Earlier in her career, her work at the Lila Wallace-Reader's Digest Fund helped shift national discourse and practice about the ways cultural organizations engage audiences and communities. In 2000, Holly organized 38 funders to finance unprecedented research on support systems for artists, Investing in Creativity (Urban Institute, 2003), and the creation of Leveraging Investments in Creativity (LINC), a unique ten-year initiative to expand support and recognition for artists nationwide. Holly serves on the board of Sadie Nash Leadership Project, an award-winning leadership program for young female leaders in metropolitan New York, and Fractured Atlas, a national organization pioneering technology-based ways to empower artists, cultural organizations and other creative enterprises.

SUMMARY OF LEARNINGS FROM COMMUNITY LISTENING PROJECT

In 2016, **Cuyahoga Arts & Culture (CAC)** set out to learn more about the cultural interests and aspirations of County residents to better understand how CAC can support their participation in the arts and culture—today and in the future. Between January and September, CAC undertook these activities to learn from CAC’s stakeholder groups—county residents and arts and culture nonprofits:

- **Cultural partners convening** – in May, 175 artists, cultural institution leaders, community residents and others gathered for a half-day conversation.
- **Online survey** – CAC distributed a short survey to more than 8,000 residents through CAC’s (and partners’) email list and made it available online; 800 people responded.
- **Street intercept surveys** – A team of trained volunteers conducted in-person surveys with 1200 people at 18 community events in different parts of the County.
- **Focus group listening sessions** – CAC sponsored 8 focus group discussions involving 175 County residents. in communities across the county.

In addition to reviewing the data from these sources, we also reviewed national research about how people participate and engage with arts and culture and how old patterns are changing. In all of these activities, the goal was to improve CAC’s understanding of how residents engage the arts and culture and find opportunities to expand the participation of all County residents.



Public Square in Downtown Cleveland.

WHAT WE LEARNED

1. National research shows that:

- Those who benefit most from the arts and culture are those who participate directly—as audiences, makers of culture, and learners.¹
- Slightly less than half of all U.S. adults attend cultural events of any kind each year. Despite increasingly sophisticated marketing by the sector, the proportion of those who attend has declined for over three decades.²
- Audiences for most nonprofit cultural organizations long have been older, whiter, wealthier and better educated than the population as a whole.³
- There is a growing appetite for active participation that goes beyond the audience experience. Experts agree that this is a “seismic” shift, not a passing fad.⁴

2. In Cuyahoga County:

- CAC’s general operating and project support for the County’s outstanding cultural institutions has helped sustain and strengthen them over the last decade. Tens of thousands of residents find great rewards in the rich programs they offer.⁵
- But data from Americans for the Arts indicates that audience attendance in Cuyahoga County is consistent with national patterns and comparable counties. Less than a third of adults in Cuyahoga County attended live performing arts events and only one in five visited an art museum in the last year.⁶
- This suggests that a very large proportion of Cuyahoga County residents, particularly those who are of color, are younger, and less affluent do not directly benefit from the work of the region’s cultural institutions.
- Leaders of our cultural institutions understand this. One told an interviewer in 2014, “You can see from our visitor numbers where they come from and where they don’t. That’s why we are going to the community now. Not just asking them to come to us.”

WHY IS THIS TRUE?

Three big themes emerged from responses to the online survey, street intercept survey, and the focus groups: Access; Participation; Making Culture; and Diversity and Participation. They help explain the gaps in participation.

1 ACCESS

FINDINGS

- Many people encounter practical and logistical barriers to participation in mainstream cultural institutions: tickets or admission cost too much; cultural institutions are far from some neighborhoods and require transportation; people have limited time; programs are inconveniently scheduled; parents need childcare; information about cultural events is difficult to find and sift.
- There are social barriers as well: Many people are put off by the formality, norms of dress and decorum at some cultural institutions. Some feel uncomfortable when they do not see others who look like themselves in those institutions (including on the staff). Some people do not feel greeted and welcomed affirmatively. Some feel that their cultural experiences and perspectives are not represented in program offerings, or they do not feel the programs are relevant to them. So they stay away.
- On the other hand, we found solid evidence that people from all across the county, in all kinds of neighborhoods and demographic groups, recognize the value of culture in their lives and want more of it.
- People want more cultural programs in which they can be physically close to their neighbors and go with their families. They want programs that are relevant to their communities and make their neighborhoods better. And programs that connect them with people from other neighborhoods.
 - This explains why festivals are so popular and are among the few events that often draw genuinely heterogeneous crowds.
 - It also explains why people are drawn to activities in places where they feel welcome and comfortable. Public spaces in their own neighborhoods like parks, libraries, churches, community, and recreation centers were frequently mentioned.
 - There is an appetite for artworks – stories, images, music and other cultural expressions – that reflect people's lived experience and perspectives on a consistent basis, not just special occasions. People know that sharing those stories and images can help to strengthen social fabric and make people feel they “belong,” even in a divided society.
 - There is a broad spectrum of cultural activity—much of it non-professional creation of culture or art—that is meaningful and valuable to many people, often members of communities that are not well-represented in audiences of mainstream cultural institutions. CAC has not, for the most part, supported these activities.

Things CAC Should Consider

- In the past decade, most cultural institutions in Cuyahoga County have made serious and sustained efforts to broaden and diversify their audiences, and some have achieved some success. These efforts should be sustained and improved, and CAC should support them.
- But CAC should also invest in new strategies to expand access to the arts and culture by making them more convenient, affordable, and available in more communities.
- Making programs more relevant to more—and more diverse—people means creating programs that open doors to places in their hearts and minds, surprise them, unlock meaning and understanding, make them happier, and connect them to others. CAC should support this cognitively, socially, and aesthetically challenging work.
- CAC can help encourage expanded participation by promoting partnerships among cultural organizations, artists and a variety of other community partners.
- CAC can explore how to best support meaningful and valuable cultural activities in communities that have not qualified or not applied for support in the past.

2 PARTICIPATION: MAKING CULTURE

FINDINGS

- We are in the midst of a significant shift in cultural production: Active participation in the arts is growing nationally. More and more people are becoming makers of culture themselves.⁷
- Growing numbers of people want to make things that are meaningful and beautiful, and connect with others who are similarly motivated. They want to exercise their creativity, learn and build their mastery of an expressive medium. They want their own voices to be heard and their stories represented. People want to make culture themselves.
- New technological devices, digital platforms, and this appetite for self-expression drive and support the creative practices of thousands of Cuyahoga County residents. It expressed widely online, in traditional media, and the growing DIY and “maker” movements.
- People from all demographic groups and ages expressed interest in more educational opportunities so they can become better at their own creative practice.
- Recognizing that expressive and creative work is vital to the development of young people, adults want to see more programs for young people that give them those opportunities.
- The appetite for this new kind of culture making is particularly strong among teenagers and young adults. They want to learn the emerging forms of culture and traditional forms as well—to draw and paint, sing and dance, play music, act, and do comedy.
- There is also growing appetite for culture making among seniors and the elderly, linked with the movement for creative aging.

Things CAC Should Consider

- There has been a growing effort among County cultural organizations to make their programming more participatory. But most cultural programming remains focused on more passive audience experiences in which people are unable to express their own creativity.
- Cultural institutions can improve their offerings and find a better balance in this area, and CAC can support their efforts to do so.
- But CAC should also explore new ways to develop and distribute hands-on making and creative work widely in the County. This might include supporting maker spaces in different parts of the region, enabling arts incubators, or working with public schools, community centers and other institutions to expand art-making offerings in their venues.

At the Listening Sessions, County residents took part in activities that allowed them to voice their thoughts on the value of arts and culture to their community.





CAC Street Team engaged in deep conversations with Star-Spangled Spectacular attendees on Public Square.

3 DIVERSITY AND PARTICIPATION

FINDINGS

- In the survey and focus groups, people repeatedly indicated – although often in subtle ways – that racial segregation and class stratification in Cuyahoga County is reflected in its cultural life. Mainstream cultural institutions are perceived by many as “primarily for white people” or “the elite.” Many African Americans, a majority of the population in Cleveland, where most cultural institutions are located, feel that there is a scarcity of relevant cultural opportunities for them or in their neighborhoods.
- The survey results suggest other communities – Latino, Asian American and working class white among them – have similar sensitivities about mainstream culture in the County.

Things CAC Should Consider

- The surveys and listening sessions were conducted in the context of intensified national discussion and concern about racial relations.
- If the arts and culture are to play a significant role in bridging the racial and class divides that trouble our country and the County, change will be necessary.
- CAC has a role to play in ensuring that more diverse artists and cultural traditions are presented by the region’s cultural institutions and that more diverse audiences see that work.
- CAC has a role to play in seeing that staff and board of cultural institutions in Cuyahoga County reflect the diversity of our community, and that more diverse people are entering the professional pipelines to become artists or work in the cultural sector.
- Finally, CAC has a role to play in ensuring that the sector works to remove bias in all dimensions of its work. CAC should inspire change in this area by examining its own practices first and raising its own level of cultural competence and commitment to equity.

References & Endnotes

- 1 McCarthy, Kevin F., Elizabeth Heneghan Ondaatje, Laura Zakaras and Arthur Brooks. *Gifts of the Muse: Reframing the Debate About the Benefits of the Arts*. Santa Monica, CA: RAND Corporation, 2004.
- 2 National Endowment for the Arts (2013). *How a Nation Engages with Art: Highlights of the Survey of Public Participation in the Arts*.
- 3 Ibid.
- 4 Brown, Alan and Novak-Leonard, Jennifer (2011). *Getting in on the Act: How Arts Groups Are Creating Opportunities for Cultural Participation*. The James Irvine Foundation and WolfBrown.
- 5 Cuyhoga Arts and Culture (2016). *Connection, Creativity and Community: 2015 Report from the Community*.
- 6 ArtsIndex, a project of Americans for the Arts. <http://artsindexusa/where-i-live>. Their data source is Scarborough Research.
- 7 Brown and Novak-Leonard. Op.cit. p. 5.

**Nick Rabkin, *ReMaking Culture* and
Holly Sidford, *Helicon Collaborative***

January 2017

the project: methodology, results,
partners & communities

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SUMMARY OF QUANTITATIVE PHASE I FINDINGS

The following are findings from the first phase of research to inform our organizational planning. This quantitative research was conducted in 2015 and provided an internal and external review of the landscape in which CAC has operated between 2008, its first full year of grantmaking, and 2013, the last full year of data available at the time of the review. The research was conducted by The Osgood Group and Cypress Research. Key findings include:

- **CAC is the largest institutional funder to the sector, providing \$100,842,542 from 2008-2013, almost twice the funding of the largest private funder and almost as much funding as the top 3 foundation funders combined.**
- **Combined with extremely positive feedback on staff quality, rigor and process, this gives CAC leverage, credibility and convening power.**

Cumulative Arts & Culture Giving By Foundation Into Cuyahoga County*

Foundation	Total Giving	Cumulative %
OVERALL TOTAL GIVING	\$195,352,360	
The Cleveland Foundation	\$55,531,781	28%
The George Gund Foundation	\$27,580,516	43%
The Kelvin and Eleanor Smith Foundation	\$22,838,500	54%
Vanguard Charitable Endowment Program	\$10,251,376	59%
The PNC Foundation	\$5,865,000	62%
The Andrew W. Mellon Foundation	\$5,846,000	65%
KeyBank Foundation	\$5,404,529	68%
The Kresge Foundation	\$4,379,500	70%
The Lerner Foundation	\$4,272,100	73%
The Eaton Charitable Fund	\$3,872,616	75%
The Reinberger Foundation	\$2,778,000	76%
John S. and James L. Knight Foundation	\$2,340,000	77%
Eva L. and Joseph M. Bruening Foundation	\$1,767,300	78%
The Sage Cleveland Foundation	\$1,523,000	79%
W. K. Kellogg Foundation	\$1,517,000	80%
Leighton A. Rosenthal Family Foundation	\$1,340,500	80%
The Thomas H. White No. 1 Trust	\$1,284,150	81%
The Agnes Gund Foundation	\$1,195,100	82%
Seedlings Foundation	\$1,060,500	82%
Dominion Foundation	\$952,825	83%
Common Wealth Trust	\$940,000	83%
The Westfield Insurance Foundation	\$900,000	84%
GAR Foundation	\$867,600	84%
Joseph and Nancy Keithley Foundation	\$866,325	85%
DJ Foundation	\$863,405	85%
The Walter and Jean Kalberer Foundation	\$832,000	85%
The Goatie Foundation	\$813,000	86%
The Abington Foundation	\$793,000	86%
The Albert B. & Audrey G. Ratner Family Foundation	\$792,640	87%
The Peninsula Foundation	\$710,000	87%

Summary of Quantitative Phase I Findings | *Continued*

Foundation Continued	Total Giving Continued	Cumulative % Continued
The Shubert Foundation, Inc.	\$640,000	87%
Kulas Foundation	\$580,500	88%
The Char and Chuck Fowler Family Foundation	\$560,400	88%
Ford Foundation	\$500,000	88%
Elizabeth Ring Mather and William Gwinn Mather Fund	\$481,000	88%
The Burton D. Morgan Foundation	\$478,100	89%
The Gordon and Llura Gund Foundation	\$471,336	89%
The JPMorgan Chase Foundation	\$466,200	89%
Helen C. Cole Charitable Trust	\$446,703	89%
The Columbus Foundation and Affiliated Organizations	\$434,500	90%
Margaret A. Cargill Foundation	\$429,863	90%
Fenn S P No. 1	\$421,895	90%
Akron Community Foundation	\$421,000	90%
H.C.S. Foundation	\$365,000	90%

Source: Foundation Center, Foundation Directory Online Database

*Search: Grant recipients in Cuyahoga County, "Arts administration" OR "Arts and culture" OR "Arts councils" OR "Arts education" OR "Arts exchange" OR "Arts services" OR "Ceramic arts" OR "Circus arts" OR "Folk arts" OR "Performing arts" OR "Performing arts education" OR "Public arts" OR "Textile arts" OR "Visual arts"

- 2008-2013 Only (in order to compare to common CAC timeframe).
- 44 foundations representing 90% of the \$195,352,360 worth of grants in arts to Cuyahoga County.
- This represents a total of \$176,674,760 dollars in giving and a total of 2,957 grants or 72% of all grants.
- More than half (54%) of dollars were distributed by three organizations.
- Note that CAC funding for the time period is almost double that of the Cleveland Foundation.

CAC funding appears to be a net positive to the sector.

- Other foundations report that they have not retreated/reallocated funds away from arts and culture since CAC came online.
- From 2008-2013, there were 391 'arts and cultural' organizations based in Cuyahoga County.¹
- Total revenues of those organizations consistently funded by CAC increased from 2008 to 2013.²
- All of this while the county has experienced modest declines in population, growth in percentage of "minority" residents, and increases in poverty levels.³

1 U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW) - NAICS Code: 71-Arts, entertainment, and recreation (2008-2013 Average).

2 Ohio LMI Quarterly Census of Employment & Wages (QCEW).

3 Census - American Community Survey.

Summary of Quantitative Phase I Findings | *Continued*

Cumulative Giving By CAC 2008 to 2013

Below are the 39 organizations which received 90% of the giving from CAC from 2008 to 2013. This represents a total of \$82,448,081 dollars in giving. Fifty-six percent of the total dollars were received by seven of the organizations.

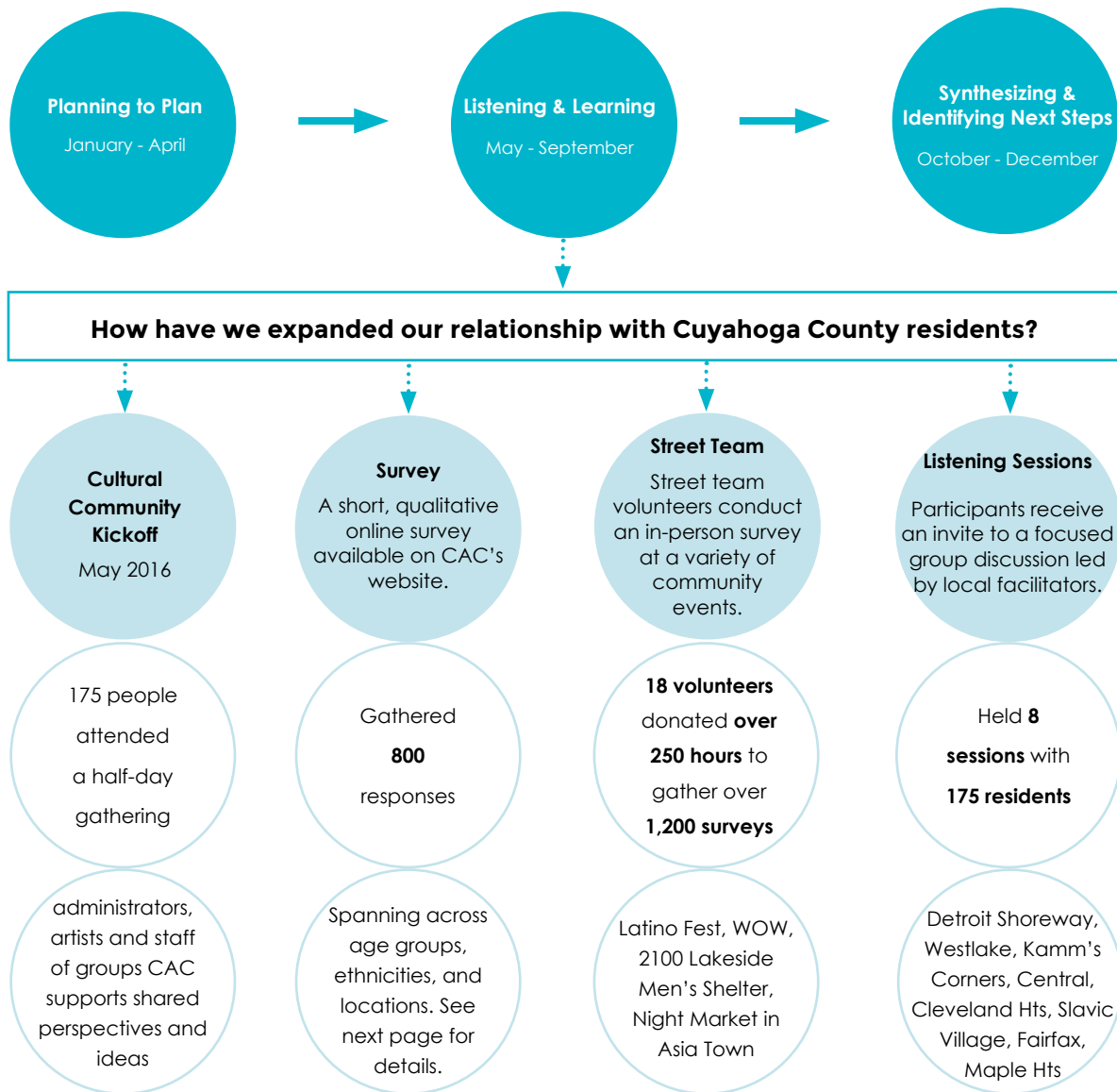
Foundation	Total Giving	Cumulative %
Musical Arts Association	\$10,287,619	11%
Playhouse Square	\$9,646,963	22%
Cleveland Museum of Art	\$9,195,642	32%
ideastream	\$6,074,410	39%
Rock and Roll Hall of Fame and Museum, Inc.	\$5,787,986	45%
Cleveland Institute of Art	\$5,004,867	50%
Cleveland Institute of Music	\$4,885,422	56%
Cleveland Museum of Natural History	\$3,798,770	60%
Great Lakes Museum of Science, Environment and Technology	\$2,963,374	63%
Cleveland Botanical Garden	\$2,693,912	66%
Cleveland Play House	\$2,685,308	69%
Western Reserve Historical Society	\$1,910,773	71%
Cleveland Music School Settlement	\$1,534,553	73%
Great Lakes Theater	\$1,527,218	75%
Beck Center for the Arts	\$1,117,261	76%
Center for Arts-Inspired Learning	\$952,747	77%
Maltz Museum of Jewish Heritage	\$945,794	78%
Opera Cleveland	\$921,173	79%
Karamu House, Inc.	\$908,561	80%
Museum of Contemporary Art Cleveland	\$829,718	81%
Cleveland International Film Festival	\$815,216	82%
Intermuseum Conservation Association	\$649,960	82%
Cleveland Restoration Society	\$644,117	83%
L.A.N.D. studio, Inc. (merger of ParkWorks and CI Public Art)	\$620,099	84%
Cleveland Public Theatre, Inc.	\$568,023	84%
Apollo's Fire, the Cleveland Baroque Orchestra	\$562,996	85%
Children's Museum of Cleveland	\$530,270	86%
Cleveland POPS Orchestra, Inc.	\$529,366	86%
Cleveland International Piano Competition	\$456,125	87%
Nature Center at Shaker Lakes	\$454,837	87%
Cleveland Festival of Art and Technology Inc	\$442,657	88%
Near West Theatre	\$358,693	88%
Professional Flair, Inc.	\$357,847	88%
SPACES	\$330,636	89%
Lake Erie Nature & Science Center	\$310,536	89%
Eleanor B. Rainey Memorial Institute	\$303,798	89%
Verb Ballets	\$285,703	90%
Northern Ohio Children's Performing Music Foundation, Inc.	\$279,850	90%
GroundWorks DanceTheater	\$275,281	90%

Source: Foundation Center, Foundation Directory Online Database

*Search: Grant recipients in Cuyahoga County, "Arts administration" OR "Arts and culture" OR "Arts councils" OR "Arts education" OR "Arts exchange" OR "Arts services" OR "Ceramic arts" OR "Circus arts" OR "Folk arts" OR "Performing arts" OR "Performing arts education" OR "Public arts" OR "Textile arts" OR "Visual arts", Total Results: 8,028

SUMMARY OF PHASE II METHODOLOGY

The following is a summary of the qualitative methodologies utilized to conduct the listening project.



Our planning team developed the Listening & Learning process by:

- Evaluating national approaches used by grantmakers to conduct community listening
- Creating a methodology for collecting qualitative data
- Recruiting 4 local facilitators to co-create listening sessions with Center for Performance and Civic Practice
- Recruiting and training a volunteer street team
- Recruiting local validators to host listening sessions and manage logistics

SUMMARY OF RESPONDENTS

The following is a summary of listening project (2,000 respondents) compared to the demographics of Cuyahoga County. CAC's target demographic was Cuyahoga County residents ages 18 and up.

Race	Cuyahoga County (2010 Census)	Survey Respondents
African American	30%	26%
Asian	2%	2%
Latino	5%	7%
White	64%	60%
Other		4%

Age	Cuyahoga County (2010 Census)	Survey Respondents
<25	33%	13%
25-44	29%	31%
45-64	22%	41%
>64	16%	16%

City/Suburbs	Cuyahoga County (2010 Census)	Survey Respondents
Cleveland	31%	39%
Suburbs	69%	61%



Residents of a senior high rise attend a listening session in the Central neighborhood.



Street team volunteers take a quick break from gathering surveys to pose.



Residents actively participate in a listening session.



SUMMARY OF THEMES FROM LISTENING PROJECT

The following are general themes, definitions and direct responses from the listening project (2,000 respondents). Themes are in no specific order.

CLASSES / EDUCATION

This category was used to capture responses that related to the desire for some type of art class. It could include classes for any demographic (reference was usually age) in the community or in schools. The types of classes could range from general to specific art forms to art therapy to cultural heritage.

Responses:

- Creating art as a community in community spaces. Support of literary arts programming in Buckeye (storytelling, Kwanzaa arts programming) that reflect culture of the community; art therapy for working parents.
- Art classes for children on the West Side (and perhaps the south suburbs, also). More opportunities for music and art in public schools.
- Adult art classes Ceramic classes. Photography. More programs for adults.
- Close-to-home, hands-on visual arts education.
- "I wish private instrument study was more accessible to low income, or even working class, families, and that more schools had comprehensive music programs."

MAKER/PARTICIPATION

This category captures responses that included active engagement with the arts in a participatory reference. Rather than a reference to a class, this category attempts to capture responses that included a desire to be hands-on in the desired activity.

Responses:

- Activities that allow adults and kids to work together with their hands.
- Arts or cooking or sewing for kids.
- Daily hands-on creative experiences in schools, participating in live theater, learning to read, play and listen to live music
- Expressive paint parties or things that would allow you to do artsy things.
- Intergenerational creative making.
- More interactive things to encourage doing over watching, let people try to make art.

Summary of Themes from Listening Project | *Continued*

OUTDOOR ACTIVITIES

This category references doing things outside, including indirect references that imply the event they want would be outside (e.g. “more festivals like this one”).

Responses:

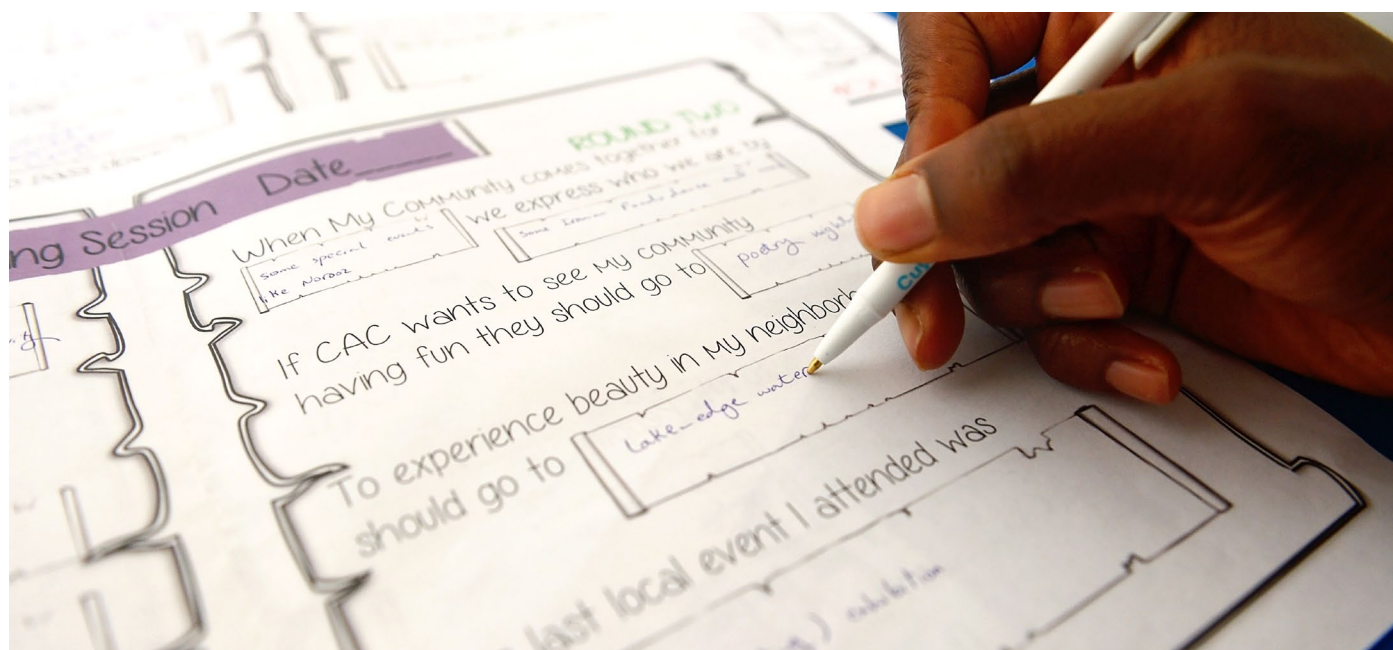
- More free concerts in parks.
- Dance lessons, theater, more outdoor activities.
- Activate the river front.
- Outdoor concerts.
- Outdoor, family-friendly events, music, food, art, sports.

FREE/AFFORDABLE

This category captures responses related to pricing of activities, either being free or more affordable, inference for more free things e.g. more festivals like this one (surveyed at a free festival) or accessibility to more arts programming in schools (assuming people want this but don't want to increase taxes to pay for arts in schools).

Responses:

- Free programs for the underserved to experience art, music, and theater.
- “I wish there were more affordable opportunities for children and families to attend imaginative local theatre and more opportunities for local artists, musicians and playwrights to workshop their new creations.”
- “I would like to see more block club meetings and parties. Free movies and plays.”
- Less costly music lessons. More public art.
- More free concerts. Art shows. Art lessons.
- More theatrical work for actors over 30. More arts classes for children at affordable prices.
- Things not so priced high. Family opportunities.
- A one-stop learning center for affordable classes in drawing, painting of all types, dancing, acting, photography, cooking, ceramics, candles and soap making.

Summary of Themes from Listening Project | *Continued*

At the Listening Sessions, County residents took part in activities that allowed them to voice their thoughts on the value of arts and culture to their community.

LOCAL - NEIGHBORHOOD

This category includes reference to geography in some way in relation to respondents own frame of geography – neighborhood residencies, eastside, local, neighborhood, etc.

Responses:

- More children's theater on the East Side.
- More adult dance classes, more places on the East Side of Cleveland offering performing arts classes to all ages.
- More free concerts such as those offered in Orchestra residency neighborhoods.
- More music and art in schools. Hispanic Music Celebrations. More Cleveland Orchestra Community Outreach, like Neighborhood Residencies.
- Neighborhood art shows and festivals.
- "We lack the arts and cultural institutions in the Western outer ring suburbs that communities on the East Side have on every corner! More traveling/temporary 'pop up' exhibits and shows!"
- "A local greenspace/performance venue. More travelling musicians. Fine Art-on-loan in shops. Painted cement garbage collection bins at my local GCRTA stops that will promote beauty and cleanliness."

Summary of Themes from Listening Project | *Continued*

DEMOGRAPHIC OR GEOGRAPHIC FOCUS

This category includes responses that refer to some sort of demographic or geographic categorization: families, intergenerational, young people, children, specific locations – Tremont, Ohio City, University Circle, etc.

Responses:

- Free Festivals for all ages. Hands-on art/culture opportunities.
- “I wish cultural experiences were more affordable for families. I wish families could afford a variety of art, music and theater productions.”
- Intergenerational creative making.
- More advertisement for the events that do take place, and more opportunities for people of all ages to be involved in the art-making experience.
- Street art classes for young people that are free / low cost; more ways to showcase art.
- Free activities for children such as at the Aquarium, Science Center, Ohio City, Tremont Arts Festival. Also in Coventry.



The Detroit Shoreway neighborhood of Cleveland

Summary of Themes from Listening Project | *Continued*

PUBLIC ART

This category includes references to public art including murals.

Responses:

- “I would like to personally lead a community mural project.”
- “I wish there was more being done to create public art in concentrated ways like that you see in <http://www.sanfrancisco.travel/article/guide-san-francisco%E2%80%99s-mission-district-murals>.”
- More family friendly events, more live music, more interactive art, more murals/public art.
- Public self-inspired art
- Art to participate in mural works that are community based.
- Neighborhood-based beautification projects through the arts (landscaped corners, murals, home renovations, and pop up stores, etc.).
- Public art projects like murals that everyone could participate in, classes or hands on instruction.

ARTS SUPPORT

This category includes responses that relate to supporting the arts sector – marketing, artist space needs, and public space for art needs.

Responses:

- Better advertising for programs that are already available.
- Enough funding for our institutions to be sustainable and allow new creative outlets to develop and enough publicity in all media outlets so we know where they are.
- “I live by Edgewater Park and I am not aware of arts programs for young people in the area. There are plenty of programs around the city, but not here.”
- “I would love to have an art show, public art opportunity.
- More available space for workshops.
- More programs for kids, and if there are many out there, better advertising for them.

Summary of Themes from Listening Project | *Continued*

MORE ARTS

This category – which tracks to the question “what you would like to see more of” is capturing just that. It is best looked at in conjunction with the other codes. Some people do just respond generically – more of the same.

Responses:

- “I actually feel Cleveland has many things to offer our residents. I would simply wish for more of the same.”
- “I want more outdoor concerts and evening cultural activities.”
- “I wish there were more free events in our more distressed neighborhoods. Creative spaces seem to be concentrated in areas that you have to travel to (for example, University Circle, Downtown).”
- More accessible orchestra and chamber music.
- More art classes.



CAC Street Team volunteers met with residents in public spaces and at outdoor arts events that were open to the public.

Summary of Themes from Listening Project | *Continued*

OTHER - NON-ARTS

This category captures responses that did not fit into the other categories. Some are about things that don't intersect with CAC's work, others are broad and non-specific so they may or may not intersect with CAC's work.

Responses:

- Buses that have video games +for parties.
- Culinary experiences.
- Gay Latino Network.
- I wish a mall was closer.
- Teaching kids how to swim.
- More jobs and better pay.
- More law enforcement on drugs.
- More public parks (playgrounds for kids) in my neighborhood.
- More community events.

TRADITIONAL ARTS

This category captures responses that refer to people wanting "traditional" art forms: museums, concerts, plays, etc.

Responses:

- Any events that promote younger folks to the art museum, orchestra, etc.
- Arts center with theater and music classes and performances
- More concerts that promote diversity.
- More free concerts. Art shows. Art lessons.
- More kid friendly experiences with dance.
- More opportunities to hear live classical music throughout the region at reasonable prices (or free for children).
- "One can never have enough cultural opportunities: the more the better! We just need to make them affordable and accessible."

CUYAHOGA ARTS & CULTURE BOARD OF TRUSTEES

Five dedicated Cuyahoga County residents and community leaders, appointed by the County Executive and confirmed by Cuyahoga County council.

- **Mark Avsec**, Musician and Attorney, Benesch, Friedlander, Coplan & Aronoff, LLP *
 - **Gwendolyn Garth**, Artist and Activist, Kings & Queens of Art *
 - **Joseph Gibbons**, Attorney, Schneider Smeltz Spieth Bell LLP
 - **Steven Minter**, Executive-In-Residence, Cleveland State University
 - **Charna Sherman**, Attorney, Charna E. Sherman Law Offices Co., LPA
- * Two out of five CAC Board members are required by law to identify as artists.

CUYAHOGA ARTS & CULTURE STAFF

CAC's eight-member team, led by Karen Gahl-Mills, CAC's CEO + executive director.

- **Karen Gahl-Mills**, ceo + executive director
- **Roshi Ahmadian**, associate - communications & grant programs
- **Meg Harris**, director - administration
- **Jessica Kayse**, manager - resident engagement
- **Dan McLaughlin**, manager - project support
- **Jill Paulsen**, deputy director
- **Jake Sinatra**, manager - special projects & communications
- **Nicole Thomas**, manager - general operating support

Partners | *Continued*

PLANNING TEAM

A coalition of experts and local partners.

- **Patricia J. Cirillo, Ph.D.**, Cypress Research
- **David Fitz**, Strategy Design Partners
- **Virginia Houston**, Strategy Design Partners
- **Erika McLaughlin**, Strategy Design Partners
- **Nancy Osgood**, Osgood Group
- **Nick Rabkin**, ReMaking Culture
- **Michael Rohd**, Center for Performance and Civic Practice
- **Holly Sidford**, Helicon Collaborative
- **McKinley Wiley**, The Dark Room Co.
- **Monique Williams**, Strategy Design Partners
- **Amber Young**, Cypress Research

COMMUNITY PARTNERS & FACILITATORS

These local organizations and individuals supported the community listening project by partnering with CAC to hold a deep dive conversation in their communities.

- **Indigo Bishop**, ioby
- **Erica Merritt**, Cleveland Metropolitan School District
- **Lee A. Kay**, MSSA, LISW-S
- **M. Adele DiMarco Kious**, Yinovate, LLC
- **Care Alliance Health Center**, Central, Cleveland
- **Mayor's Office**, City of Maple Heights
- **Detroit Shoreway Community Development Organization**, Cleveland
- **FutureHeights**, Cleveland Heights
- **Golden Ciphers Youth Development and Cultural Arts Center**, Slavic Village, Cleveland
- **Kamm's Corners Development Corporation**, Cleveland
- **PNC Fairfax Connection**, Fairfax, Cleveland
- **Westlake Porter Library**, Westlake

Partners | *Continued*

COMMUNITY SOUNDING BOARD

A group of 17 local leaders—representing a variety of sectors and fields—who volunteered time to provide advice and counsel to CAC's planning process.

- **Fred Bidwell**, FRONT International Exhibition
- **Greg Brown**, Policy Bridge
- **John Corlett**, The Center for Community Solutions
- **Paul Dolan**, The Cleveland Indians
- **Dr. Kirsten Ellenbogen**, Great Lakes Science Center
- **Gwendolyn Garth**, Kings & Queens of Art
- **Lillian Kuri**, The Cleveland Foundation
- **Dr. Sara Laskey**, The MetroHealth System
- **Jenita McGowan**, NEO Regional Sewer District, formerly with the City of Cleveland
- **Deidre McPherson**, Museum of Contemporary Art Cleveland
- **Tania Menese**, City of Shaker Heights
- **Kevin Moore**, Cleveland Play House
- **Jesse Sanders, III**, Cuyahoga County Public Library
- **Charna Sherman**, Charna E. Sherman Law Offices Co., LPA
- **Bill Wade**, Inlet Dance Theatre
- **Darnell Weaver**, The Rainey Institute
- **Brian Zimmerman**, Cleveland Metroparks

Partners | *Continued*

LISTENING PROJECT STREET TEAM

A collection of dedicated volunteers who spent more than 250 hours in the community having one-on-one conversations with more than 1,200 residents of Cuyahoga County.

- **Gerome Anderson**, Glenville
- **Rahim Basit**, Union/Miles
- **Sruti Basu**, Cleveland Heights
- **Deb Crane**, Garfield Heights
- **Dontè Gibbs**, East Cleveland
- **Kaela Geschke**, Detroit Shoreway
- **Katy Koran**, Euclid
- **LaShunda Lee**, Fairfax
- **Rachel Oscar**, Ohio City
- **Scott Roberts**, Cleveland
- **Melissa Romain**, Westpark
- **Hank Smith**, East Cleveland
- **Liz Smith**, Cleveland Heights
- **Augustus Turner**, Cleveland



Our Street Team volunteers from top left to bottom right: Gerome Anderson, Sruti Basu, Dontè Gibbs, Katy Koran, Rachel Oscar, Liz Smith, Rahim Basit, Deb Crane, Kaela Geschke, LaShunda Lee, Hank Smith, Augustus Turner

LISTENING SESSIONS

Participants were part of a focused group discussion led by local facilitators.

- **Detroit Shoreway Community Development Organization**, Detroit Shoreway, Cleveland
- **Westlake Porter Public Library**, Westlake
- **Kamm's Corners Development Corporation**, Kamm's Corners, Cleveland
- **Care Alliance Health Center**, Central, Cleveland
- **Future Heights**, Cleveland Heights
- **Golden Ciphers Youth Development and Cultural Arts Center**, Slavic Village, Cleveland
- **PNC Fairfax Connection**, Fairfax, Cleveland
- **City of Maple Heights - Mayors Office**, Maple Heights



Listening Session at PNC Fairfax Connection: County residents voiced their thoughts on the value of arts and culture to their community.

Communities | *Continued*

STREET TEAM EVENTS

Street team volunteers conducted an in-person survey at community events.

- **Advent Evangelical Lutheran Church Hunger Center, Lee-Harvard, Cleveland**
- **Cuyahoga County Public Library**
 - **Parma Library, Parma**
 - **Parma-Snow Library, Parma**
 - **North Royalton Library, North Royalton**
- **East Cleveland Collard Green Festival, East Cleveland**
- **Esperanza, Clark-Fulton, Cleveland**
- **Euclid Public Library, Euclid**
- **Family Unity in the Park, Mt. Pleasant, Cleveland**
- **Jennings Center for Older Adults, Garfield Heights**
- **Latino Festival and Puerto Rican Parade, Downtown Cleveland**
- **Lutheran Metropolitan Ministries – 2100 Lakeside Men's Emergency Shelter, Downtown Cleveland**
- **MyCom - MyPath Youth, Shaker Heights**
- **Neighborhood Connections – Network Nights, University Circle and Buckeye, Cleveland**
- **North Union Farmers Market, Crocker Park and Chagrin Valley**
- **Progressive Field, Downtown Cleveland**
- **Refugee Services Collaborative, Cleveland**
- **South of Lorain Block Club, Ohio City, Cleveland**
- **Star Spangled Spectacular at Public Square, Downtown Cleveland**
- **Wade Oval Wednesday, University Circle, Cleveland**

ABOUT CUYAHOGA ARTS & CULTURE

Cuyahoga Arts & Culture (CAC) is one of the largest public funders for arts and culture in the nation, helping hundreds of organizations in Cuyahoga County connect millions of people to cultural experiences each year. Since 2007, CAC has invested \$158 million in more than 300 organizations both large and small, making our community a more vibrant place to live, work and play.

By providing assistance and funding to arts and culture organizations of all sizes, CAC enables them to foster deep connections with residents that may have not reached otherwise. Each year, CAC:

- **Supports creative learning** for residents of all ages, by supporting education, making and creative expression. From field trips to museums to programs to distance learning at senior centers, CAC-funded organizations offer classes and workshops to nearly 400,000 residents each year.
- **Enriches lives** by funding and connecting residents to tens of thousands of events and programs in 2,500 unique locations in Cuyahoga County. In 2015, CAC-funded organizations served nearly 6.9 million residents and visitors – nearly 930,000 more than the previous year – and 50% of admissions were free of charge.
- **Supports our economy** by building stronger, more resilient arts and culture organizations that impact the local economy and attract new residents to the region. The organizations that CAC funds annually support more than **10,000 jobs** and spend more than **\$380 million** in our community.

For more information, visit report.cacgrants.org

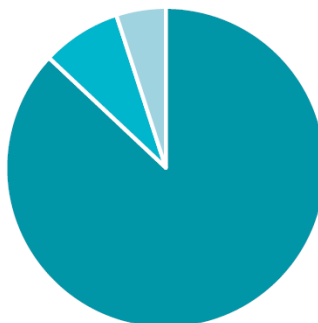
Investment Summary (2007-2017)

Arts and Cultural Grantmaking: **\$158,519,661**


Total Number of Grants: **1,628**

Grantmaking by Program

General Operating Support:	87%
Project Support:	8%
Other:	5%





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 CuyahogaArtsandCulture

 CuyArtsC

 CuyArtsC

 CACgrants

Cuyahoga Arts & Culture (CAC) is one of the largest public funders of arts and culture in the nation, connecting millions of people to cultural experiences in Cuyahoga County each year.

Learn more at future.cacgrants.org

Family
That Reads
Together

Reading

pick
books