

Request for Legislative Action

Res. #21399

Sponsor: Megan L. Marshall

Date: September 18, 2023

Completed by County Counselor's Office

Action Requested:	Resolution	Res.Ord No.:	21399
Sponsor(s):	Megan L. Marshall	Legislature Meeting Date:	9/18/2023

Introduction

Action Items: ['Authorize']

Project/Title:

A Resolution Authorizing the County Executive to execute a third amendment to a cooperative agreement with ARTS KC in the amount of \$250,000 for a third-year of work to promote and expand the impact of the arts in Jackson County, Missouri.

Request Summary

This resolution authorizes the third-year of work of ARTS KC to continue the work of supporting the work of artists and the arts community in Jackson County, Missouri. The first two years of the program were the development of a strategic plan for the arts in Jackson County and building the infrastructure in support of that strategic plan. Year 3 of the proposed funding doubles the allocation to \$160,000 to be made available to artists and non-profits supporting the arts in Jackson County. A copy of the Year 3 is attached. Funding of \$250,000 for this effort was provided in the 2023 budget using County Health Levy Funds.

FIRST SCOPE OF SERVICES

Social Impact Measures and Execution of Research Plan	\$10,000
Hopeward Consulting Rebecca Gillam, Danielle Brower	
Dashboard Updating and Management	\$40,000
MySidewalk Moriah Hillson-Baker	
Project Management	\$40,000
ArtsKC - Regional Arts Council Dana Knapp, Branden Haralson	
TOTAL FOR Administrative SCOPE OF SERVICES	\$90,000

SECOND SCOPE OF SERVICES

Arts and Culture Impact Investment (sub-grants)	\$160,000
ArtsKC - Regional Arts Council Tara Karaim	
TOTAL FOR YEAR THREE SCOPE OF SERVICES	\$160,000
TOTAL BUDGET	\$250,000

Contact Information

Department:	County Executive Office	Submitted Date:	8/29/2023
Name:	Troy Schulte	Email:	TSchulte@jacksongov.org
Title:	County Administrator	Phone:	816-881-1079

Request for Legislative Action

Budget Information			
Amount authorized by this legislation this fiscal year:			\$250,000
Amount previously authorized this fiscal year:			\$ 0
Total amount authorized after this legislative action:			\$250,000
Is it transferring fund?			No
Single Source Funding:			
Fund:	Department:	Line Item Account:	Amount:
002 (Health Fund)	1021 (Jackson County Arts Comission)	56789 (Outside Agency Funding)	\$250,000

Prior Legislation	
Prior Ordinances	
Ordinance:	Ordinance date:
Prior Resolution	
Resolution:	Resolution date:
20994	June 21, 2022
20681	May 17, 2021

Purchasing	
Does this RLA include the purchase or lease of supplies, materials, equipment or services?	No
Chapter 10 Justification:	
Core 4 Tax Clearance Completed:	
Certificate of Foreign Corporation Received:	
Have all required attachments been included in this RLA?	

Compliance	
Certificate of Compliance	
In Compliance	
Minority, Women and Veteran Owned Business Program	
Goals Not Applicable for following reason: Contract is with another government agency	
MBE:	.00%
WBE:	.00%
VBE:	.00%
Prevailing Wage	
Not Applicable	

Request for Legislative Action

Fiscal Information

- Funds sufficient for this appropriation and/or transfer are available from the source indicated on the budget information tab.

History

Submitted by County Executive Office requestor: Troy Schulte on 8/29/2023. Comments:

Approved by Department Approver Sylvya Stevenson on 8/29/2023 2:18:44 PM. Comments:

Not applicable by Purchasing Office Approver Barbara J. Casamento on 8/30/2023 9:45:21 AM. Comments:

Returned for more information by Compliance Office Approver Ikeela Alford on 8/30/2023 10:25:44 AM. Comments: Vendor not in compliance. Instructions for vendor will be emailed to department”.

Submitted by Requestor Troy Schulte on 8/30/2023 7:44:56 PM. Comments: Compliance certification submitted by ArtsKC

Approved by Department Approver Troy Schulte on 8/30/2023 8:22:32 PM. Comments:

Not applicable by Purchasing Office Approver Barbara J. Casamento on 8/31/2023 9:56:44 AM. Comments:

Approved by Compliance Office Approver Ikeela Alford on 8/31/2023 1:55:01 PM. Comments:

Approved by Budget Office Approver David B. Moyer on 8/31/2023 3:03:11 PM. Comments:

Approved by Executive Office Approver Sylvya Stevenson on 9/4/2023 11:38:07 AM. Comments:

Approved by Counselor's Office Approver Jamesia Manning on 9/14/2023 11:44:03 AM. Comments:

Fiscal Note:

This expenditure was included in the Annual Budget.

PC# _____

Date: August 31, 2023

RES #	21399
eRLA ID #:	1063

Org Code/Description	Object Code/Description	Not to Exceed
002 Health Fund		
1021 Jackson County Arts Comission	56789 Outside Agency Funding	\$ 250,000

APPROVED
 By David Moyer at 2:55 pm, Aug 31, 2023

\$ 250,000

Budget Office



May 26, 2023

VIA EMAIL: CColter@jacksongov.org

Ms. Cheryl Colter
Finance and Purchasing Department
415 E 12th Street
Kansas City, MO 64106

RE: Contract R.20681, Effective May 1, 2022 Through April 30, 2023

Dear Ms. Colter:

On behalf of the Metropolitan Arts Council of Greater Kansas City (dba ArtsKC – Regional Arts Council), I am enclosing the following documents as it pertains to the above referenced document:

1. A copy of the invoice that was provided to the County on April 25, 2023 in the amount of \$125,000, the remaining balance on this contract,
2. A summary worksheet that details out the costs under this contract,
3. A Check Register Report of all checks expended as it pertains to this contract,
4. Copies of all the Contractors' contracts as it pertained to the work completed under this contract,
5. Copies of all canceled checks as it pertains to this contract. In addition to the payments made to the above noted contractors, canceled checks for all Impact Funding made to arts organizations are included here, and
6. A summary report of the services provided by ArtsKC personnel, supported by the payroll records for these employees.

As you recall, the first three items were provided to the County of Jackson County, Missouri prior to the end of April 2023. The other items are being provided to you per your request.

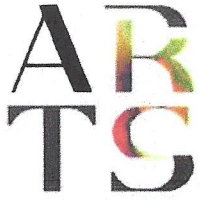
Please contact me if you have any questions concerning the enclosed documents. I am sending them via a pdf file and by email in order to be the most efficient. Please let me know if you would like hard copies as well.

Thank you,

A handwritten signature in blue ink that reads "Kathryn M. Walker".

Kathryn M. Walker
Vice President of Finance and Operations

cc: Copies of the cover letter and the first three items to: Mr. Frank White, County Executive and Mr. Troy Schulte, County Administrator. Confidential documents sent only to Finance and Purchasing Department.



ARTSKC

INVOICE

Date: 04/25/2023
Due Date: 06/25/2023
Invoice Number: #-0083382
Cooperative Agreement Number: R.20681
Amount Due: \$125,000.00

Jackson County, Missouri
Department of Finance & Purchasing
415 E. 12th Street, Suite 100
Kansas City, MO 64106

Description	Total Price
Total Scope of Services: Amendment to Cooperative Agreement	\$250,000.00
Less: Payment Made 2/28/2023	<u>(\$125,000.00)</u>
Total Due:	\$125,000.00

Per the Amendment to Contract R.20681 effective May 1, 2022, signed August 21, 2022.

The mission of ArtsKC is to: Advance Lives Through the Arts.

Thank you for your support!

Contact Kathryn Walker at 816.994.9228 or Walker@ArtsKC.org with questions.

Remit payment to:
ArtsKC – Regional Arts Council
106 Southwest Blvd, Kansas City, MO 64108

Please include a copy of the invoice or note invoice number with your payment.

Tax ID: 43-1840674

**Metropolitan Arts Council of Greater Kansas City
(dba ArtsKC - Regional Arts Council)
Detail Invoice for Invoice # 0083382, Amendment to Cooperative Agreement # R20681**

Date: 4/25/2023
Due Date: 6/25/2023

Outside Contractors	Vendor/Contractor	Amount	Jackson County Funded	Purpose
Fee For Service Agreement	University of Missouri	10,000.00	10,000.00	Phase Two: Asset Mapping
Scope of Work Agreement	mySidewalk	30,000.00	30,000.00	Dashboard
Service Agreement	University of Missouri	10,000.00	10,000.00	Midwest Center for Nonprofit Leadership-Governance
Services Contract	Hopeward, LLC	18,000.00	18,000.00	Social Impact Study and Analysis
Sub-Contract Agreement	Mid America Regional Council	17,000.00	17,000.00	Municipal Planning, Governance and Convening
Totals		85,000.00	85,000.00	

Impact Funding	Total Amount	Jackson County Funded	
Impact Funding	Art As Mentorship Inc	5,500.00	5,500.00 Mission Support
Impact Funding	Art in the Loop Foundation	5,000.00	5,000.00 Project Support
Impact Funding	Art School KC	2,500.00	2,500.00 Creative Initiatives
Impact Funding	Charlotte Street Foundation	5,000.00	5,000.00 Mission Support
Impact Funding	Dynamite Movement Collective	5,000.00	5,000.00 Creative Initiatives
Impact Funding	Englewood Arts	5,000.00	5,000.00 Creative Initiatives
Impact Funding	Footprints Inc	5,000.00	5,000.00 Creative Initiatives
Impact Funding	Grandview Arts Council	5,000.00	5,000.00 Creative Initiatives
Impact Funding	Guadalupe Centers, Inc.	5,000.00	5,000.00 Creative Initiatives
Impact Funding	Harris Park Midtown Sports and Activity Center	5,000.00	5,000.00 Creative Initiatives
Impact Funding	Heart of America Shakespeare Festival	5,000.00	5,000.00 Mission Support
Impact Funding	Kansas City Actors Theatre	5,000.00	5,000.00 Mission Support
Impact Funding	Kansas City Friends of Alvin Ailey	5,500.00	5,500.00 Mission Support
Impact Funding	KC Clay Guild	5,500.00	5,500.00 Mission Support
Impact Funding	KC Fringe Festival, Inc.	5,000.00	5,000.00 Mission Support
Impact Funding	Mesner Puppet Theater	5,500.00	5,500.00 Mission Support
Impact Funding	Music Theater Heritage, Inc.	4,000.00	1,500.00 Mission Support
Impact Funding	Northeast Community Center / Harmony Project KC	5,000.00	2,500.00 Project Support
Impact Funding	NorthWest Communities Development Corp	2,500.00	2,500.00 Creative Initiatives
Impact Funding	Owen/Cox Dance Group	5,000.00	5,000.00 Mission Support
Impact Funding	Providence School of Arts	5,000.00	5,000.00 Project Support
Impact Funding	Spinning Tree Theatre	5,500.00	5,500.00 Mission Support
Impact Funding	The Arts Asylum	5,500.00	5,500.00 Mission Support
Impact Funding	The Arts Asylum for the Art Garden	2,000.00	2,000.00 Creative Initiatives
Impact Funding	The Arts Asylum for the Art Garden (Change in Fiscal Sponsorship to Troost Market Collective)	500.00	500.00 Creative Initiatives
Impact Funding	The Kansas City Jazz Orchestra (The)	5,000.00	5,000.00 Mission Support
Impact Funding	Unicorn Theatre	5,500.00	5,500.00 Mission Support
Impact Funding	Youth Symphony Association of Kansas City, Inc	5,000.00	5,000.00 Mission Support
Total Impact Funding		130,000.00	125,000.00

Project Management Services

Cooperative Agreement	ArtsKC - Regional Arts Council for Project Management	45,649.48	45,649.48	Actual Project Management Services
Cooperative Agreement	Less: Reduction to Total Due to Contract Amount Allowed	(5,649.48)	(5,649.48)	
Net ArtsKC - Regional Arts Council for Project Managememe		40,000.00	40,000.00	Project Management Services

Contract Total 250,000.00

Individual Impact Funding Agreements available upon request

Metropolitan Arts Council of Greater Kansas City (dba ArtsKC - Regional Arts Council)						
Check Register-Bank of America						
Account Ending in 4442						
Checks Written for the Jackson County, Missouri Contract						
Amendment to Cooperative Agreement # R20681						
Filtered By:						
Show: All cash entries						
Date Field: Date equals Custom (7/1/2022 to 4/30/2023)						
Date	Check Number	Vendor/Impact Funding Payee	Payment Method	Total Payment	Jackson County Funded	
11/15/2022	110070	Hopeward, LLC	Check	2,000.00	2,000.00	
3/17/2023	110273	Hopeward, LLC	Check	6,000.00	6,000.00	
4/20/2023	110408	Hopeward, LLC	Check	10,000.00	10,000.00	
1/24/2023	110217	Mid-America Regional Council	Check	8,500.00	8,500.00	
4/20/2023	110402	Mid-America Regional Council	Check	8,500.00	8,500.00	
8/30/2022	109921	mySidewalk	Check	30,000.00	30,000.00	
10/31/2022	110023	University of Missouri (MU Extension)	Check	3,500.00	3,500.00	
12/12/2022	110125	University of Missouri (MU Extension)	Check	3,500.00	3,500.00	
1/13/2023	110195	University of Missouri (MU Extension)	Check	3,000.00	3,000.00	
4/20/2023	110406	University of Missouri (Midwest Center for Nonprofit Leadership)	Check	10,000.00	10,000.00	
4/13/2023	110343	Art As Mentorship Inc	Check	4,400.00	4,400.00	
4/20/2023	110370	Art As Mentorship Inc	Check	1,100.00	1,100.00	
11/29/2022	110071	Art School KC	Check	2,000.00	2,000.00	
4/20/2023	110371	Art School KC	Check	500.00	500.00	
4/13/2023	110345	Charlotte Street Foundation	Check	4,000.00	4,000.00	
4/20/2023	110372	Charlotte Street Foundation	Check	1,000.00	1,000.00	
11/29/2022	110072	Dynamite Movement Collective	Check	4,000.00	4,000.00	
4/20/2023	110373	Dynamite Movement Collective	Check	1,000.00	1,000.00	
2/21/2023	110227	Englewood Arts	Check	4,000.00	4,000.00	
4/20/2023	110374	Englewood Arts	Check	1,000.00	1,000.00	
2/21/2023	110228	Footprints Inc	Check	4,000.00	4,000.00	
4/20/2023	110375	Footprints Inc	Check	1,000.00	1,000.00	
11/29/2022	110073	Grandview Arts Council	Check	4,000.00	4,000.00	
4/20/2023	110376	Grandview Arts Council	Check	1,000.00	1,000.00	
11/29/2022	110074	Guadalupe Centers, Inc.	Check	4,000.00	4,000.00	
4/20/2023	110377	Guadalupe Centers, Inc.	Check	1,000.00	1,000.00	
11/29/2022	110075	Harris Park Midtown Sports and Activity Center	Check	4,000.00	4,000.00	
4/20/2023	110378	Harris Park Midtown Sports and Activity Center	Check	1,000.00	1,000.00	
4/13/2023	110349	Heart of America Shakespeare Festival	Check	4,000.00	4,000.00	
4/20/2023	110379	Heart of America Shakespeare Festival	Check	1,000.00	1,000.00	
4/13/2023	110351	Kansas City Actors Theatre	Check	4,000.00	4,000.00	
4/20/2023	110380	Kansas City Actors Theatre	Check	1,000.00	1,000.00	
4/13/2023	110353	Kansas City Friends of Alvin Ailey	Check	4,400.00	4,400.00	
4/20/2023	110381	Kansas City Friends of Alvin Ailey	Check	1,100.00	1,100.00	
4/13/2023	110356	KC Clay Guild	Check	4,400.00	4,400.00	
4/20/2023	110382	KC Clay Guild	Check	1,100.00	1,100.00	
4/13/2023	110357	KC Fringe Festival, Inc.	Check	4,000.00	4,000.00	
4/20/2023	110383	KC Fringe Festival, Inc.	Check	1,000.00	1,000.00	
4/13/2023	110358	Mesner Puppet Theater	Check	4,400.00	4,400.00	
4/20/2023	110385	Mesner Puppet Theater	Check	1,100.00	1,100.00	
4/13/2023	110359	Music Theatre Kansas City	Check	3,200.00	1,500.00	Note
4/13/2023	110359	Music Theatre Kansas City-Void-Wrong Addressee	Check	(3,200.00)	(1,500.00)	Note
5/18/2023	110455	Music Theater Heritage, Inc.	Check	3,200.00	1,500.00	Note
1/24/2023	110206	NorthWest Communities Development Corp	Check	2,000.00	2,000.00	
4/20/2023	110387	NorthWest Communities Development Corp	Check	500.00	500.00	
4/13/2023	110360	Owen/Cox Dance Group	Check	4,000.00	4,000.00	
4/20/2023	110388	Owen/Cox Dance Group	Check	1,000.00	1,000.00	
4/13/2023	110361	Spinning Tree Theatre	Check	4,400.00	4,400.00	
4/20/2023	110390	Spinning Tree Theatre	Check	1,100.00	1,100.00	
12/20/2022	110127	The Arts Asylum for Art Garden	Check	2,000.00	2,000.00	
4/20/2023	110393	Troost Market Collective (New Fiscal for Art Garden)	Check	500.00	500.00	
4/13/2023	110363	The Arts Asylum	Check	4,400.00	4,400.00	
4/20/2023	110391	The Arts Asylum	Check	1,100.00	1,100.00	
4/13/2023	110365	The Kansas City Jazz Orchestra	Check	4,000.00	4,000.00	

Date	Check Number	Vendor/Impact Funding Payee	Payment Method	Total Payment	Jackson County Funded
4/20/2023	110392	The Kansas City Jazz Orchestra	Check	1,000.00	1,000.00
4/13/2023	110367	Unicorn Theatre	Check	4,400.00	4,400.00
4/20/2023	110394	Unicorn Theatre	Check	1,100.00	1,100.00
4/13/2023	110369	Youth Symphony Association of Kansas City, Inc	Check	4,000.00	4,000.00
4/20/2023	110395	Youth Symphony Association of Kansas City, Inc	Check	1,000.00	1,000.00
4/25/2023	110409	Art in the Loop Foundation	Check	5,000.00	5,000.00
4/25/2023	110410	Northeast Community Center	Check	5,000.00	2,500.00
4/25/2023	110411	Providence School of Arts	Check	5,000.00	5,000.00
Grand Totals				Totals	214,200.00
					210,000.00
				Plus ArtsKC Project Management	40,000.00
					250,000.00
Note: Funds committed in April, 2023 but due to error, check written to incorrect grantee. Correction made.					



JACKSON COUNTY, MISSOURI - *BUILDING ARTS INFRASTRUCTURE* IMPACT REPORT MAY 2022 - APRIL 2023

LETTER FROM THE PRESIDENT & CEO, ARTSKC

Dear Jackson County Leadership,

The groundbreaking work ArtsKC has completed in partnership with and on behalf of the citizens of Jackson County throughout 2022-2023 has been one of significant impact and support for the arts, culture ecosystem. This report is a detailed account of the methodology, findings, and recommendations as a result of the hard work by project experts and in observance of the Jackson County Arts & Culture Strategic Plan, adopted April 2022. We thank the County Executive, County Administrator, and the County Legislators for their visionary and transformational leadership, you make this work possible. The results detailed in this report are groundbreaking, not only in our region, but nationally and globally.

In 2021-2022, working with the Cultural Arts Advisory Community, we established the Jackson County Arts & Culture Strategic Plan, setting forth an ambitious vision, “Jackson County is a place where arts and culture are accessible, connect diverse communities through a sustainable ecosystem, and are integrated in all aspects of our lives.” In 2022-2023 we

continued the initiative by working with our project partner Mid-America Regional Council, to convene cities throughout Jackson County to engage with all areas of the county, to socialize the strategic plan and gain their insights, and implement their recommendations. With the help of the Midwest Center for Nonprofit Leadership, we developed a detailed, community-based governance structure that will allow for maximum community input and involvement, as well as continually offer feedback and opportunity for new visions and



Photo Credit: Band of Angels

influences. With the University of Missouri Extension Office, we have updated our asset map to include more than 1,300 arts assets, including organizations, artists, and venues. With new partners Hopeward Consulting, we have a detailed timeline and work plan to continue to gather social and emotional impact data to help guide our work and serve as a benchmark for the

impact of arts and culture participation and progress in the community over multiple years. With support from the local data visualization firm, MySidewalk, we have compiled the data collected over two years into an innovative and systematic dashboard that visualizes unique and comprehensive Jackson County data into an accessible, first-in the nation tool ready for use across sectors, stakeholders, and residents in the county and region.

Additionally and imperative to success, are the Creative Initiative Funds. This investment is aligned with and in support of the goals called out in the Strategic Plan. Due to the commitment of the County the investment has more than doubled, placing much needed resources into the hands of the organizations and individuals that make our County so vibrant.

Lastly, this report includes the project scope and next steps to continue the building of arts and culture infrastructure in 2023-2024. We hope you are excited by the continuation of this work and the transformative impact it is making on our community.

With my deepest gratitude,

A handwritten signature in black ink, appearing to read 'Dana M. Knapp', with a long horizontal flourish extending to the right.

Dana M. Knapp
President & CEO, ArtsKC

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WHO IS ARTSKC

OUR MISSION - ADVANCING LIVES THROUGH THE ARTS

ArtsKC is the only arts service organization that has a dedicated strategic focus to promote, support and advocate for the arts in the metropolitan region.

ArtsKC's programs and services are designed to "advance lives through the arts." This includes programs for the arts community, and those engaged with the arts in the Kansas City region. Additionally, ArtsKC works with local government and civic leadership to build awareness of the value of the arts for all..

OUR INVESTMENT

Each year, ArtsKC programs directly benefit more than 307,000 people and indirectly benefit more than 1.8 million people through ArtsKC-supported organizations and projects.

Each year, ArtsKC awards more than 100 grants to artists, projects, and organizations of every size, shape, and scope. We are proud to grant more than \$500,000 across our five-county region, with a deeply inclusive and equitable application and review practice based on community committee recommendation. We are particularly focused on historically underserved and underfunded communities, individuals, and activity.

COMMITMENT TO DIVERSITY, EQUITY, & INCLUSION

ArtsKC seeks to achieve diversity and cultural equity in its leadership, partnerships, grant making and programs. ArtsKC seeks to be a supporter and model for all arts organizations in the region, particularly in areas of board make-up, staffing, training and communications practices.

ArtsKC carries out its region-wide mission with proactive efforts to embrace differences of culture, ethnicity, race, religion, international origin, sexual orientation, physical abilities, socio-economic status, age and gender. Its goals will be achieved when:

- All individuals and organizations that make up our region have equitable access to the information, financial resources and opportunities vital to full cultural expression;
- All share the opportunity to be represented in the development of arts policy and the distribution of arts resources;
- All cultures are expressed in thriving, visible arts organizations of all sizes; and,
- Programming reflects the experiences of all cultures, communities, age groups and abilities.
- All counties, municipalities and arts genres have a proportional voice in region-wide arts planning and resource allocation.

OUR PEOPLE

ARTSKC STAFF

Dana Knapp – President & CEO

Amanda Arany – General Manager, Programs & Services

Sarah Brewer – Manager, Marketing & Communications

Anna Fiorella – Senior Manager, Business Engagement

Sammy Fosah – Senior Manager, Accounting & Operations

Branden Haralson – Senior Manager, Public Policy & Government Relations

Natalia Herrera – Director, Marketing & Communications

Zetta Hamersley – Manager, Executive Liaison & Leadership Initiatives

Tara Karaim – Program Manager, Grants

Anne Palmer – Director, Audience Development Practice

Godfrey Riddle – Director, Resource Development

Kristi Vassar – Senior Coordinator, Accounting & Operations

Kathryn Walker – Vice President, Finance & Operations

Linda Williams – Manager, Arts Connect

BOARD OF DIRECTORS

Jon Stephens, Chair – President & CEO, PortKC

Madeline Romious – Regional Vice President External Affairs, AT&T

Michael Gonzales – Principal, NE&E Consulting

Maria Maffry – Principal | Chief Business Development Officer, BNIM

Chuck McCann – President, McCann CPA Firm Consulting

Miguel Rivera – Associate Professor, KCAI

Julie Robinson – Chief Client Officer, Trozzolo Communications Group

Derald Davis – Interim Deputy Superintendent, Kansas City Public Schools

Michael Toombs – CEO, Storytellers Inc., Artist Collective

Susan Wilson – Retired Vice Chancellor of Diversity and Inclusion, UMKC

Tim Marchesi – President & CEO, DeMarche Associates, Inc.

Andrea Young – General Counsel, Grayson Capital & Monument Healthcare Development

Chris Migneron – Senior Vice President, JE Dunn Construction

Sharon Freese – Chief Operating Officer, Behavioral Health at University Health

James Charlesworth – President, Charlesworth Consulting, LLC

To advise our work on behalf of Jackson County and offer community involvement and leadership through the duration of our work, ArtsKC worked in partnership with a committee of cross-sector community members that comprise the Cultural Arts Advisory Committee.

CULTURAL ARTS ADVISORY COMMITTEE

Brook Balentine – Chief Administrative Officer, Health Care Collaborative of Rural Missouri

Jose Faus – Artist & Community Leader

Sidonie Garrett – Executive Artistic Director, Heart of America Shakespeare Festival

Roxane Hill – Executive Director, The Regnier Family Wonderscope Children's Museum of KC

Sandy Kessinger – Sr. Vice President, Country Club Bank

Glenda Masters – Cultural Arts Manager, City of Lee's Summit

Jenny Mendez – Cultural Arts Director, Mattie Rhodes Center

Jennifer Owen – Artistic Director, Owens/Cox Dance Group

Uzziel Pecina – Vice President of Pipeline Programs, Latinx Education Collaborative

Jim Staley – Community Relations and Planning Director, Mid-Continent Public Library

Michael Toombs – Artist & Community Leader, Story Tellers, Inc.

Maria Vasquez Boyd – Host, ArtSpeak Radio, KKFI 90.1FM

Carmaletta Williams – Executive Director, Black Archives of Mid-America



Photo Credit: Englewood Arts



Photo Credit: NorthWest Communities Development Corporation

IMPACT INVESTMENT

In the 2021-22 work with Jackson County, we dedicated \$50,000 from Jackson County to provide impact investment. Last year, 2022-23, the impact investment was more than \$75,000. In the coming year 2023-24, the impact investment will be \$160,000. All funding recipients and their totals listed are just the portion of ArtsKC's investment funded in part with Jackson County dollars. This is not the totality of ArtsKC's overall community investment annually.

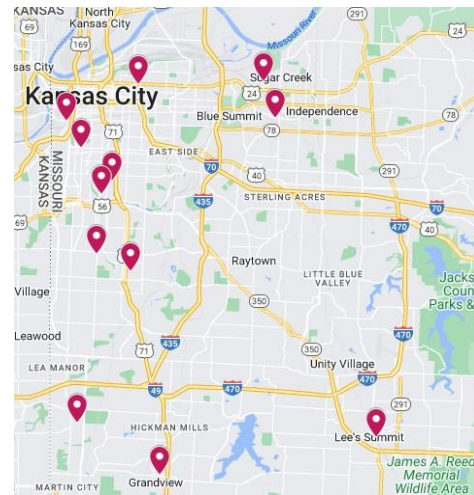
CREATIVE INITIATIVES FUNDING

In addition to the increased funds, ArtsKC met community needs in year two through the creation of our Creative Initiatives funding program. This allowed organizations that are traditionally left out of arts funding opportunities to gain access to funds for their arts programming. Applicants included places of worship, community centers, libraries, and other community-based organizations.

FUNDING RECIPIENTS

Art Garden KC
Art School KC
Englewood Arts
Footprints Inc.
Grandview Arts Council
Guadalupe Centers Inc.
Harris Park Midtown Sports & Activities
NorthWest Communities Development Corp.
The DynamitExperience

TOTAL AMOUNT \$37,5000



Map of Creative Initiatives Recipients

CREATIVE INITIATIVES IMPACT FUNDING COMMITTEE MEMBERS

Committee Chair: Miguel Rivera – Dept. Chair, Printmaking, Kansas City Art Institute
Arianna Bonner – Image Maker & Arts Worker
Kerry Grant – Resin Artist
Glenda Masters – Cultural Arts Manager, City of Lee's Summit MO
Rob Reeder – Marketing Manager
Shirley Scott – Mazuma Branch Leader, Crossroads
Dwight Smith – Major, U.S. Army retired

MISSION SUPPORT FUNDING

Mission Support funding invests in non-profit organizations with the arts as their primary purpose. Funding is unrestricted.

MISSION SUPPORT RECIPIENTS

Art As Mentorship, Inc.
Arts Asylum, The
Charlotte Street Foundation
Heart of America Shakespeare Festival
Kansas City Actors Theatre
Kansas City Friends of Alvin Ailey
Kansas City Jazz Orchestra, The
KC Clay Guild
KC Fringe Festival, Inc.
Mesner Puppet Theater
Music Theater Heritage
Owen/Cox Dance Group
Spinning Tree Theatre
Unicorn Theatre
Youth Symphony of Kansas City
TOTAL AMOUNT \$75,000



Photo Credit: Kansas City Friends of Alvin Ailey

MISSION SUPPORT GROUP B EVALUATION COMMITTEE MEMBERS

Committee Chair: Chris Migneron – AIA, NCARB Senior Vice President, JE Dunn Construction
Chancellor Adams – Artist
Tim Hannon – Assistant Vice President, Business Banker at Enterprise Bank & Trust
Junann Lopez – President, National Association of Asian American Professionals - Kansas City
Shai Perry – Gallery Curator, Kansas City Kansas Community College
Sariah Pinick – Grant Coordinator, Commerce Bank, Charitable Trusts and Foundations
Brian Sandefur – Senior Manager Mechanical Engineering, Garmin

PROJECT SUPPORT FUNDING

Project Support invests in non-profit organizations with arts projects, activities, or programs, especially if they are not year-round programs. ArtsKC funding is meant to support public-facing and publicly accessible programming.

PROJECT SUPPORT RECIPIENTS

Art in the Loop Foundation
Northeast Community Center / Harmony Project KC
Providence School of Arts
TOTAL AMOUNT \$12,500

PROJECT SUPPORT EVALUATION COMMITTEE MEMBERS

Committee Chair: Chuck McCann – CPA

Ophelia Brinkley – Executive Director, Creative Emajinations

Mike Hill – Upper School Division Head, The Pembroke Hill School

Mary Honour – Stage Manager

Alex Jones – Vice President of Community Engagement, Starlight

Cesar Lopez – Artist

Susan McSpadden – Higher Education Marketing Photographer

Huascar Medina – Artist Services Program Associate, Mid-America Arts Alliance

Everton Neil – Community Bank Lender, Arvest Bank

Joy Richardson – Vice President of Individual and Foundation Giving, National WWI Museum and Memorial

James Spikes III – Co-Founder, The AI Hub: An Art Incubator

Jasmine Thompson – Owner/Operator, Cafe Sofrito and Senorita Margarita

"Receiving the Creative Initiatives Funding has allowed our participants a safe place to express themselves and connect through art. The funding has encouraged community engagement and sparked dialogue between facilitators and participants about experiences they may have not expressed before. A student at Success Academy at Anderson finally opened up about his traumatic experiences throughout his childhood. It was a breakthrough for us to understand what he was going through and how we can help, and I'm not sure it would have happened without this opportunity. He painted a sunset with two shadow figures and explained his story to one of the facilitators that has been working with him this school year. We've never seen him open up as much as he did this day, and because of the Creative Initiatives Impact Funding we are able to experience more breakthroughs." - Guadalupe Centers

"The Creative Initiatives Impact Funding made this exhibition and event a huge success. Art School KC typically holds gallery receptions for each rotation show, but the funding helped to make this event even bigger and better by providing a larger advertising effort, funding a popular DJ, providing a stipend for a distinguished scholar and poetry slam champion and artist, and overall giving the push to dream big and make an event like this happen. It really created a momentum for our organization and upcoming gallery calendar by establishing Art School KC as a player in the Kansas City art community." - Art School KC



Photo Credit: Village KC

YEAR THREE BUDGET (2023-2024)

As we foresee the third year project scope and budget, ArtsKC has increased impact funding to \$160,000, more than double the previous year. We have continued funding for data collection from Hopeward Consulting, and included funding for continued updates and licensing fees associated with the dashboard from MySidewalk.

FIRST SCOPE OF SERVICES

Social Impact Measures and Execution of Research Plan <i>Hopeward Consulting Rebecca Gillam, Danielle Brower</i>	\$10,000
Dashboard Updating and Management <i>MySidewalk Moriah Hillson-Baker</i>	\$40,000
Project Management <i>ArtsKC - Regional Arts Council Dana Knapp, Branden Haralson</i>	<u>\$40,000</u>
TOTAL FOR FIRST SCOPE OF SERVICES	\$90,000

SECOND SCOPE OF SERVICES

Arts and Culture Impact Investment <i>ArtsKC - Regional Arts Council Tara Karaim</i>	<u>\$160,000</u>
TOTAL FOR YEAR THREE SCOPE OF SERVICES	\$160,000
TOTAL BUDGET	\$250,000

"I had the opportunity to participate in the Black Lives Matter mural project. I joined the Troost & 31st Team led by Michael Toombs. The experience was transformative! The street was full of people working toward a cause greater than themselves while demonstrating through creative expression the power of solidarity in support of important and deeply valued individuals in our community."

- Quote from Jackson County Resident taken from ArtsKC Social Impact Study



Photo Credit: The DynamitExperience

LOOKING FORWARD

IMPACT INVESTMENT

Now we look towards the future. With funding approved for a third year of partnership with the county, ArtsKC is committed to putting more impact funding directly into the arts community to grow and nurture the artists and organizations that make our county and region the culturally rich and vibrant area we enjoy.

SOCIAL & EMOTION IMPACT MEASURES

Along with this infusion of funding into the community, we will pursue greater understanding of the social and emotional impact the arts have on the lives of our residents through continued partnership with Hopeward Consulting, and the implementation of their data collection timeline and workplan.

NEW ECONOMIC IMPACT DATA

In addition to the social data we will collect, ArtsKC anticipates early results from the work we've done in partnership with Americans for the Arts that will offer current and fresh data on the economic impact of each individual county in our region and the City of Kansas City, Missouri. This data will be populated into the dashboard to replace the current data that is from 2015.

DASHBOARD CULTIVATION & ENHANCEMENTS

The dashboard will continue to be updated with new and relevant data, both in relation to the arts community, as well as the greater population of our county and region. We are currently working with Wyandotte and Johnson County in Kansas, and have recently completed work with Clay County, Missouri, to collect data that will one day populate ArtsKC's dashboard, to add a regional view to what is currently exclusive to Jackson County.

GOVERNANCE STRUCTURE IMPLEMENTATION

Rounding out our plans for the third year of our work, we will see the long-awaited community-based governance structure finally implemented in Jackson County to further inform and socialize our work. This convening of the various stakeholders and working groups outlined in MCNPL's recommendation will be transformative in assessing our work and gathering community input and engagement to make implementation more successful and effective. We will begin identifying and recruiting for the affinity groups mentioned in the governance plan soon. Our goal is to host this convening next spring or summer (2024).

We look forward to continuing our work together, and we appreciate your attention to the critical work done by ArtsKC and our partners over the last year. It is with great pride for the work we have already done and dedication to the necessary and critical work before us that we submit this report for your consideration.

PARTNER REPORTS

EXECUTIVE SUMMARY

In 2022-2023 we continued the initiative by working with our project partner Mid-America Regional Council, to convene cities throughout Jackson County to engage with all areas of the county, to socialize the strategic plan and gain their insights, and implement their recommendations. With the help of the Midwest Center for Nonprofit Leadership, we developed a detailed, community-based governance structure that will allow for maximum community input and involvement, as well as continually offer feedback and opportunity for new visions and influences. With the University of Missouri Extension Office, we have updated our asset map to include more than 1,300 arts assets, including organizations, artists, and venues. With new partners Hopeward Consulting, we have a detailed timeline and work plan to continue to gather social and emotional impact data to help guide our work and serve as a benchmark for the impact of arts and culture participation and progress in the community over multiple years. With support from the local data visualization firm, MySidewalk, we have compiled the data collected over two years into an innovative and systematic dashboard that visualizes unique and comprehensive Jackson County data into an accessible, first-rate tool ready for use across sectors, stakeholders, and residents in the county and region.

Additionally and imperative to success, are the Impact Investment Funds. This investment is aligned with and in support of the goals called out in the Strategic Plan. Due to the commitment of the County the investment has more than doubled, placing much needed resources into the hands of the organizations and individuals that make our County so vibrant.

PROJECT PARTNERS

Hopeward Consulting, LLC
Social/Emotional Impact Study
Rebecca Gillam and Danielle Brower

University of Missouri Extension Office
Arts Asset Data Collection
GK Callahan

Mid-America Regional Council
City Convening and Engagement
Lauren Palmer

Midwest Center for Nonprofit Leadership
Governance Structure Research
Dave Renz and Mark Culver

MySidewalk
Dashboard Creation and Implementation
Moriah Hillson-Baker



Photo Credit: Westport Center for the Arts

HOPEWARD CONSULTING

Hopeward Consulting, founded by Rebecca Gillam, formerly of the KU Center for Public Management, and her partner Danielle Brower have created a detailed timeline and work plan for the continued collection of social and emotional impact data, data critical to our understanding of the impact of the arts on residents' social and emotional health.

EVALUATION & CONTINUOUS QUALITY IMPROVEMENT PLAN

The activity is focused on using evaluation to inform outreach, engagement, program implementation, policy, and organizational decision-making as well as to identify the participant and community factors that have contributed to strengthening participation and the benefits of the arts in Jackson County, Missouri. This Evaluation Plan is aligned with the Jackson County Missouri, Advancing Arts and Culture Infrastructure Strategic Plan.

The evaluation plan utilizes a collaborative participatory and Utilization-Focused approach (Patton, 2008), aligned with goals for data-driven decision making through Continuous Quality Improvement (CQI) and performance monitoring of progress. Utilization-Focused Evaluation is an approach based on the principle that an evaluation should focus on its usefulness to its intended users. The evaluation team will work with ArtsKC and relevant partners to ensure proper data collection protocols are in place. In addition, the evaluation team will report findings back to ArtsKC for communication to relevant participants, partners, advisory councils, and communities to aid in CQI efforts and lead to systems change.

To track implementation activities and achieve desired outcomes in alignment with your goals, activities are identified and processes (inputs and outputs (participants, activities, outputs) are put into place.

Implementation activities and processes are typically detailed (activity, data source, method, timeline, person/ organization responsible) within the evaluation work plan.

The data generated and collected from implementing these activities is often referred to as "outputs". By tracking, reviewing, and reporting on implementation progress, you are able to see how well certain activities are supporting reaching your identified outcomes and desired results.

External partners are primarily interested in how these key activities and processes are aligned with identified goals and how implementation progress and success is demonstrated through evaluation. The Logic Model, Evaluation Plan, and Crosswalks provided in this document not only illustrate alignment of the goals, objective and activities with the Jackson County Advancing the Arts and Culture Infrastructure Strategic Plan and ArtsKC Strategic Priorities, but also detail evaluation processes (activities, data source, method, timeline, person/ organization responsible, etc.).

TYPES OF INFORMATION: QUALITATIVE & QUANTITATIVE DATA

Quantitative information includes data that can be counted, for example number of participants, number of attendees, survey result data, etc. There are many ways to collect quantitative data and it is important to have a clear understanding of what the numbers are describing and how they are obtained. This understanding assists in accurately describing the results and impact.

Qualitative information is incredibly valuable as it elevates the experiences of various stakeholder groups, highlights opportunities for improvement, lessons learned, potential innovation, and best practices or good ideas. Gathering qualitative data throughout the various phases of implementation is a recommended best practice, example data collection methods include focus groups, interviews, sharing of experiences, observations, etc. Qualitative data analysis typically includes coding, grouping, and identifying themes by an evaluator.

DATA COLLECTION TOOLS

As described above a variety of tools are utilized for collecting both qualitative and quantitative data; below is a list of data collection tools utilized for the evaluation of the Jackson County Advancing the Arts and Culture Infrastructure Strategic Plan.

- Focus Groups
- Surveys
- Individual Experiences
 - story collection
 - individual interviews
- Meeting notes and recordings
- Document Review
 - Asset map
 - Grantee reports & applications
 - MySidewalk data visualization
 - Reports
 - Website analytics



Photo Credit: Northeast Community Center / Harmony Project KC

EVALUATION GOALS & OBJECTIVES

For detailed Evaluation Plan, including activities for each objective and data collection specifics (data source, method, timeline, persons responsible, and data tracking system method) by activity starting on page 10 of full report. GOAL 1: Identify factors that contribute to strengthening participation and the benefits of (i.e., building communities, overcoming barriers, feelings of connectedness, expression, healing, and celebration) the arts in Jackson County to inform program, policy, and organizational decisions making.

JACKSON COUNTY STRATEGIC PLAN ALIGNMENT: ACCESSIBILITY & PARTNERSHIPS

- Objective 1: Gather ongoing perspectives, feedback, and insights from various audiences including, art organizations, artist, community members, participant/ event attendees, government and community officials, and other relevant partners to highlight and elevate the lived-experiences, opportunities, and gaps of arts and culture engagement within Jackson County.
- Objective 2: Create meaningful opportunities for awareness, engagement, and understanding of the impact of the arts for different people in Jackson County.
- Objective 3: Utilize feedback, insights and perspective data from various audiences to actionably, inform program, policy, and organizational decision making and continuous quality improvement efforts (CQI).

GOAL 2: Monitor the continued development of the Jackson County art ecosystem, specifically accessibility and connection to diverse partnerships and communities.

JACKSON COUNTY STRATEGIC PLAN ALIGNMENT: ACCESSIBILITY, INFRASTRUCTURE, EDUCATION, PARTNERSHIP, & MARKETING

- Objective 1: Review existing data and data collection methods to identify underrepresented voices (geographically, demographically, etc.) and identify potential barriers (infrastructure, institutional, and systematic) that prevent underserved participants from full participation or attendance.
- Objective 2: Examine outreach, promotion, and engagement related to funding and capacity building opportunities, develop a plan to increase clear and equitable communication of future funding and capacity building opportunities.
- Objective 3: Expand and enhance partnerships, networks, and infrastructure that provide information, education, funding, and programming to underserved groups and individuals.

[Click here for full report](#) with timelines and work plan.

“Just over 10 years ago, I was going through a divorce. Every part of my life was chaotic and uncertain. One day while on a walk around the plaza area, I ventured into the Nelson-Atkins Museum. With no specific destination, I wandered around until I walked into the Chinese Temple Gallery. The moment I entered the temple exhibit my entire body and mind calmed. I had never experienced anything like that before. My fear and anger vanished. I was at peace. I visited that room a dozen times over the next few months. And even now, 11 years later, I stop by the temple, and it still has the same effect.”

- *Quote from Jackson County Resident taken from ArtsKC Social Impact Study*

MID-AMERICA REGIONAL COUNCIL

Mid-America Regional Council played an integral role over the last year bringing leaders from the cities within Jackson County together to discuss the ongoing work by ArtsKC. Through collaborative and hybrid discussions, the leaders were able to offer guidance and reflections on key aspects of the strategic plan and goals set forth by the Cultural Arts Advisory Committee and project partners. We have included the key objectives and recommendations from those meetings.

The Mid-America Regional Council (MARC) is a partner in the team led by ArtsKC for the Advancement of Arts & Culture Infrastructure in Jackson County. On behalf of Jackson County and ArtsKC, MARC convened four meetings of the city managers (or their designees) of all incorporated cities within Jackson County between October 2022 and March 2023. Representatives from eight cities in Jackson County participated in the meetings.

The following are objectives for the four meetings:

- Gather input on how to best continue socializing the Jackson County Arts & Culture Strategic Plan (adopted April 2022) with community groups, neighborhood groups, businesses, service providers and others within the cities;
- Review the inventory of arts and culture assets for accuracy and completeness, in cooperation with MU Extension;
- Seek assistance from the cities to promote the strategic plan and related implementation efforts through city communication channels such as newsletters, websites and social media;
- Share information and, as appropriate, foster collaboration across work of volunteer/appointed arts advisory committees within each city;
- Encourage cross-promotion of arts-related events and initiatives among the cities and Jackson County;
- Encourage venue and resource sharing to maximize arts and cultural activities throughout the county;
- Coordinate with ArtsKC to formalize the relationship between the arts advisory committees within each city and the Jackson County Cultural Arts Advisory Committee.

The following summarizes conclusions from the meeting discussions.

KEY FINDINGS

- Cities appreciated the opportunity to share information and learn from each other in these meetings.
- Cities have policies and practices that restrict cross-promoting events and programming for external partners. This is necessary due to free speech considerations that would require equal promotions for all outside agencies regardless of content.
- Cities are interested in working to coordinate tourism efforts. Many cities have a local tourism entity and local assets, but there is interest in looking to the county as a leader in advocating for cities and local assets on a regional scale.
- Cities are interested in engaging more artists and arts advocates in government operations that are not directly related to arts and culture but could benefit from an

artistic perspective. This is “new territory” for cities, and they need support to effectively engage the artist community.

- Cities appreciate the work of Jackson County to create resources (i.e., data dashboard, art assets inventory, etc.) at the county level. Cities do not have the resources to generate these tools locally, and such tools are more effective when built at scale for the entire county.
- All communities have a version of an arts advisory committee, either led by the city or civic organization. Yet only two cities (Kansas City and Lee’s Summit) have dedicated staff to support arts and culture initiatives.
- Funding is important, but it is not the only resource that local governments can offer.
- Cities and the county can offer technical assistance to better support artists and arts organizations to navigate government processes.
- The strategic plan is elevating the conversation on arts and culture throughout the county.

RECOMMENDATIONS

- Jackson County should continue to provide leadership to keep arts and culture on the public agenda.
- Jackson County can assume a leadership role to promote relevant community programs and events countywide instead of relying on individual cities for cross-promotions.
- The county should develop technical assistance to help cities take advantage of regional promotions and community calendars such as the VisitKC events guide or ARTSKCGO.com.
- The county should explore how to better utilize these regional-scale resources to promote all arts and culture opportunities throughout the county and its cities.
- Jackson County should identify a contact to serve as an arts advocate to help the arts community understand resources available and navigate government processes. Examples: obtaining a business license, collecting and remitting sales tax, working with zoning and building permits, special event fees/permits, etc.
 - This position could be a convener among the cities to foster: (a) ongoing coordination and information-sharing; (b) capacity building for work within the cities; and (c) adopting consistent processes and policies across cities to improve understanding and convenience for artists working in multiple cities.
 - This could be an in-house position or a contractual role served by ArtsKC or a similar partner organization.
- Apply government regulation only to the extent necessary to promote public safety and other public interests. Otherwise, incent neighborhood and community level activities to foster a healthy arts culture.
- Jackson County could provide leadership to cities by cataloging and sharing regional or national examples of engaging artists in public policy at all levels, not just public art selections.

MIDWEST CENTER FOR NONPROFIT LEADERSHIP

To support ArtsKC in its work with Jackson County, Missouri, on this element of the Strategic Plan, the Midwest Center for Nonprofit Leadership (MCNL) at the University of Missouri – Kansas City undertook in 2022 and early 2023 a research, planning, and development project designed to generate recommendations for how Jackson County might organize, develop and launch a community-engaged county-wide governance system to provide ongoing guidance, leadership and oversight for the implementation of the Jackson County Arts and Culture Strategic Plan. The following were the key elements of the Midwest Center’s work:

- a) Field research to identify and assess the value and utility of various approaches to the governance of community-level arts plans and initiatives that have been or are being employed in four relatively comparable US metropolitan regions,
- b) A general review and synthesis of current literature documenting strategies employed in counties and communities of comparable size and scope to Jackson County to identify options for community-based and community-engaged approaches to leadership and governance for their arts and culture sectors,
- c) A comparative assessment of the relative merits of two to four approaches that could be relevant options for the leadership and governance of Jackson County’s Arts and Culture Strategic Plan, and
- d) Specific recommendations to ArtsKC and its Cultural Arts Advisory Committee (for recommendation to Jackson County leaders) for the design and operation of a community-based governance system that have high potential for being responsive to the goals and principles articulated in the Jackson County Arts and Culture Strategic Plan and could meet the needs of the county.

As part of their work, MCNL staff coordinated with staff of the Mid-America Regional Council (MARC) to assess municipal-level arts and culture policy, planning and programming throughout Jackson County. This work included an online survey, supplemented with individual interviews data and insights from MARC-facilitated meetings of Jackson County municipal officials and arts leaders, to identify the current level and form of municipal leadership and facilitation for arts and culture activity at each of Jackson County’s cities.

This report presents the key findings and insights gained through the MCNL’s research and concludes with a recommendation for an innovative community-engaged approach to county-level governance approach that ArtsKC could recommend to Jackson County as its system to provide ongoing guidance, leadership and oversight for the sustained implementation of the Jackson County Arts and Culture Strategic Plan and its arts and culture goals and priorities for Jackson County.

ARTS & CULTURE GOVERNANCE IN COMPARABLE REGIONS OF THE US

To identify and assess the value and utility of various approaches that have been or are being employed for the governance of regional community arts and culture plans and initiatives, the MCNL team gathered information about arts and culture leadership and governance in six metropolitan regions of the US. The six regions we examined were Atlanta, Austin, Nashville, Portland, San Antonio and Seattle. Our information came from a variety of sources and

resources, including online reports and Internet resources posted by leaders of each region, email and telephone inquiries and interviews, reviews of regional documents and reports, and information provided by third-party analysts (including MARC's 2022 report to ArtsKC on "best practices").

We identified a number of commonalities in the arts and culture leadership and governance systems of the six regions we examined.

- Intentionality in Valuing Arts and Culture: All of these regions exhibit intentionality in identifying and highlighting the value and contributions of their arts and culture communities in the life and vitality of their regions, both reflecting and encouraging community appreciation for and participation in arts and culture programs and activities.
- Public and Community Engagement: All of these regions exhibited intentionality with regard to the engagement of the public, and all employ approaches that demonstrate a concerted effort to include the public in their planning and development activities.
- Funding and Revenues: All regional arts and culture governance systems operate with a dedicated, secure funding source that funds at least part of their budgets.
- Government Forms of Engagement with Arts and Culture: All of these regions have established formal governmental structures or systems that are proactive in leading, facilitating, and championing the health of arts and culture in their communities and across the region.

There also were some challenges or cautions that regional arts and culture leaders highlighted related when explaining their approaches to governance and leadership of arts and culture initiatives and programming. They include the following.

- Government is a regularly changing environment, and the plans and expectations of one era of government may change significantly with the next.
- When arts and culture commissions or councils are established, it is essential that those who work with and in these structures understand the nature and scope of their roles and their authority.
- A third caution that was highlighted during our study of these regions' arts and culture governance designs relates to who among the people of a region are actively involved in the arts and culture governance decision system.

ARTS & CULTURE GOVERNANCE IN JACKSON COUNTY CITIES TODAY

Another aspect of the Midwest Center's research focused on the current arts and culture governance and leadership practices of Jackson County cities. Through a mix of interviews, an online survey, and participation in MARC-facilitated meetings of municipal arts leaders, MCNL identified on a city-by-city basis the current state of development and practice for all of the cities in Jackson County that were willing to discuss the topic. The following summarizes the current arts and culture development and leadership practices for the majority of cities; each description ends with a brief statement of what that municipality might find useful in a Jackson County arts and culture governance system. The next section of this report discusses cities' interests in county arts and culture governance and facilitation.

- **Blue Springs** has had an arts commission for twenty years. The commission has seven members, and they are appointed by the mayor. The commission reviews and makes recommendations to the council and the council approves. Funding comes from the city's general fund and from 1% for commercial development. They are currently implementing a plan to connect new park spaces with artists to include art. Blue Springs expressed interest in involvement in regional projects and focusing outward to bring people to the region.
- **Grain Valley** has no formal practices or structure in place at this time. They report that, as a small community, they do not have the capacity for either a staff or volunteer position dedicated to arts and culture leadership. Grain Valley expressed interest in being engaged with some form of a Jackson County arts and culture entity.
- **Independence** is one of the most active municipalities with regard to arts and culture activity and planning. Until six months ago the city had an arts commission, but the city and the commission have separated at the commission's request; it now exists as a separate nonprofit that has no formal connection to the city. (It was stated that they have a shared goal but do not see a shared path for enhancing the city's art and culture activity.) The new nonprofit reports being active and operating. A One Percent for the Arts program had generated dedicated funds for the commission, and it is unclear what will happen to the funds now that the commission has separated. The Englewood Station Arts District (*"where the arts live in Independence"*) is a commercial and residential district with substantial artistic activity. Currently Englewood offers dining, shopping, galleries and presents Third Friday Art Walk. Englewood leaders feel it acts almost as a liaison for the artist, displaying what exists and how they fit in, and how they can work with the county and create "win wins." Independence arts leaders expressed interest in participating in a county arts and culture governance process, although some cautioned about being overly demanding of the city's time and other resources.
- **Kansas City** has a Municipal Arts Commission (MAC), which exists for the purpose of approving all works of art commissioned by the One Percent for Art program. The stated mission of the Municipal Art Commission is "to serve as a catalyst for artistic growth and aesthetic excellence in our communities, and in doing so, enhance the vitality of Kansas City and enrich the lives of our residents." The mayor is the chair, and the MAC has twelve appointed members plus three ex-officio members. One percent of budgets for all city capital "above-ground" projects goes to arts and culture, and this is managed by a Public Art Administrator. The city had an Office of Arts and Culture until 2020, when it was eliminated after a change in administration. Kansas City is interested in tying arts and culture to tourism, and much of its arts and culture promotion occurs under the auspices of Visit KC. Some Kansas City leaders consider Jackson County a good option to assume the lead governance for arts and culture; a county entity could coordinate between communities, promote cultural tourism, business development and livability. Kansas City expressed interest in participating in a county arts and culture governance process, and encouraged that any such system be established with a "senate" approach in which all communities would have equal representation.

- **Lee's Summit** has a Lee's Summit Arts Council, which has existed for twenty-five years, and the Council operated under the auspices of the Parks and Recreation Department. The Council now works with a Cultural Arts Division of the City, which is led by the Cultural Arts Manager (a paid staff position created in 2018, under the auspices of the City Manager's Office). Lee's Summit has revamped their website to adopt a tourism slant and utilizes social media, newsletters and billboards to promote Lee's Summit arts in their community and beyond. Lee's Summit expressed interest in participating in a county arts and culture governance process.
- **Lone Jack** has no formal practices or structure in place at this time and, as a small community, they do not have either a staff or volunteer position dedicated to arts and culture leadership. Lone Jack reports it has arts and music in the budget for their schools and considers such education for children important. They have a community event to light the mayor's Christmas tree and the third-grade school choir performs. The city is rural and does not have much public art, although they know they have artists in their community. Lone Jack expressed interest in participating in a county arts and culture governance process, if it does not demand much in the way of city commitment of time and other resources.
- **Oak Grove** has no formal practices or structure in place at this time, and reports it takes an informal approach to arts and culture. Oak Grove does have a website that promotes local activities and social media is its biggest marketing channel. The Chamber and Economic Development have merged, and they help with resources. Most activities are informal but there are good relationships. "It's a small-town thing" and it works. There are arts in the schools and the library is also a partner in arts and culture. Oak Grove expressed interest in participating in a county arts and culture governance process, if not overly demanding of the city's commitment of time and other resources.
- **Sugar Creek** has no formal practices or structure in place at this time, although it has a committee that plans and oversees its two main arts and culture yearly events, the Fair and the Slavic Festival. They also have a concert in the park series. Sugar Creek is interested in county assistance in cross promotions, a calendar of events, and support for collaboration. (Note: Cities for which there is no information provided above did not respond to our request for information.)

JACKSON COUNTY CITIES' VIEWS ON ARTS & CULTURE GOVERNANCE IN THE COUNTY

As with the preceding section of this report, MCNL staff gathered additional information from Jackson County cities through a mix of interviews, an online survey, and participation in MARC-facilitated meetings of municipal arts leaders. The information presented in this section summarizes input received from the 14 cities that were willing to respond. (Note: the items in the following list are presented in no particular order.)

- All who responded expressed interest in the development of some type of Jackson County arts and culture entity, although many expressed a lack of understanding about what this would or might entail. Nonetheless, all were receptive to learning more. As noted in the

previous section, very few of the 14 municipalities have people or funding dedicated to any aspects of the development of arts and culture in their city.

- There is an overall lack of connection or understanding among cities about what each is doing with regard to arts and culture. Many city leaders also expressed uncertainty regarding the division of labor in the region concerning arts and culture, and who does what? What does Visit KC do? What does Arts KC do? Many also expressed a lack of clarity about why Jackson County municipalities should partner, and to what end and what benefit for their community.
- Within municipalities a disconnect was reported between the community and artists, with neither understanding the resources and value of the other. Artists don't know how the community or county can help and the community or county does not know what artists do or need. Neither knows how to partner with the other.
- There is a general sense that generating additional governmental funding for arts and culture in the county may be challenging. City administrators are proud of all that has been accomplished with little or no public funding and the use of volunteer labor and private philanthropy. They indicate it is quite unlikely most municipalities will choose to allocate public funds to support a county-level arts and culture initiative.
- A small number of Jackson County communities have efforts underway to develop and promote arts and culture in some formal way, and many of their leaders suggest that the other (often smaller) communities begin by taking some simple and basic steps to grow arts and culture programs. It's also been suggested those without arts and culture programs can start small, such as by establishing commissions or councils, and by assigning their parks or economic development departments to undertake a few small-scale initial programs with the goal of simply getting activity started.
- There was interest among those interviewed for county support in helping cities connect with each other to expand opportunities to learn and partner, including helping those with more-established programming to assist other communities to get started, and sharing opportunities for collaborative arts and culture projects.
- There is a general sense that efforts to help encourage and support county-wide interaction and communication around arts and culture would be useful. Three complementary modes of communication related to arts and culture programming were identified by municipal leaders: communication among the municipalities within Jackson County, communication targeted to the citizens of Jackson County, and communication oriented to those outside Jackson County. In addition, some arts leaders in the county suggested much more could be done at the county level to facilitate communication among large arts and culture institutions, many of which are not very involved in county- municipal-level arts and culture programming and planning. Cities' officials observe there would be value, early on, in starting with county-wide messaging around the economic value of arts and culture, and in encouraging leaders to recognize the value of connecting arts and culture to tourism and more overtly integrating arts and culture perspectives in the planning and development of new municipal projects and parks. Artists can bring unique additional value to public art, community art projects, and even local policy deliberations when they know of, are engaged in, and have a voice.
- Several observe that cities and the county could realize additional economic benefit by helping educate and support artists in how to successfully run a business. Most artists are entrepreneurs and owners of small businesses, yet they have had little or no

business-relevant training. Education on entrepreneurial small business development and operation, with attention to topics such as business planning, regulatory and legal processes, and risk management, would help many artists and cultural entrepreneurs be more successful in growing their enterprises. Additionally, cities could support artists to be more successful in their interactions with local government bureaucracies and systems through training, actively working to reduce unneeded regulation and red tape, and offering help to artists as they try to understand and address local government processes such as permits and zoning. Several observe that there is much the county could do to help artists and artists help the county, and it starts with each engaging with and understanding the others' needs and interests.

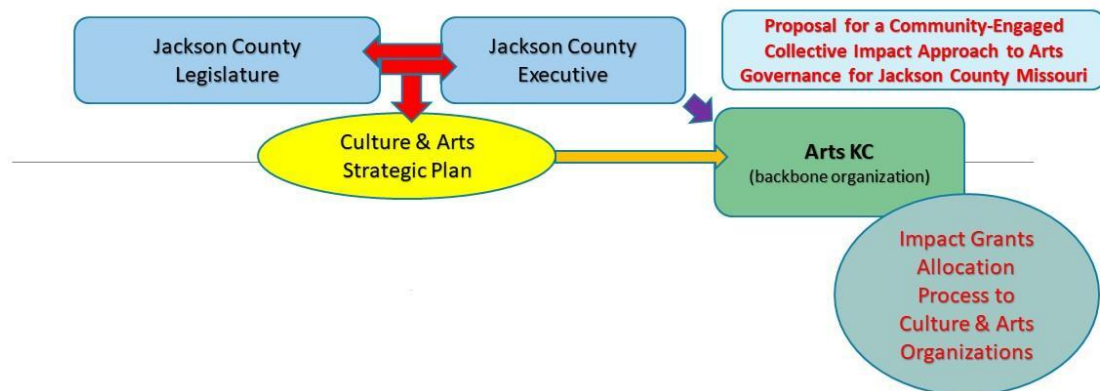
- Another observation from some leaders is that the county can more actively and intentionally share “its stuff.” The county has many resources, assets, and programs currently available but not well known or understood (even among those within county and city governments). When artists communicate to government leaders about what they do and what they need to be more successful, it becomes easier for governmental leaders to recognize and make available existing county and city resources (e.g., providing access to county- and city-owned buildings, parks and land for arts and culture uses at low or no cost).
- Of course, many also suggest that county assistance in securing financial support would be valuable. Even when outright funding of arts and culture activities is not feasible, the county could help by being the eyes and ears to identify national funding and related legislative opportunities that could benefit local arts and culture initiatives and programming, and ensuring that this information is provided in a timely way throughout the arts and culture community. In some cases, if the county has an arts and culture entity, this activity could extend to coordination of regional funding applications for state and federal dollars.
- Substantially all of the cities sharing insights on the Jackson County Arts and Culture initiative and its leadership and governance expressed interest and welcomed efforts to pursue innovative ways to activate arts and culture initiatives in their localities. Many consider leadership, oversight and convener as roles that could be appropriate and useful for some kind of county-based arts and culture entity. Such a county-wide entity could routinely provide public forums to convene, share and listen to artists and citizens, and ensure the voices of citizens (including those from small communities) are heard. Some suggest county-wide coordination, provided by a person or a county-based group, could be useful in coordinating county-wide programming and events, as well as programming and events among a subset of Jackson County communities (such as arts and culture festivals, traveling exhibits, etc.).

In addition to the above insights and observations, many municipal leaders expressed reservations about the creation of “more government” or another layer of government (for arts and culture, or any other purpose) for Jackson County. It appears addressing governance for arts and culture as a process or function will be better received than will be creation of a formal structure that will be another layer of government within the county.

PROPOSED DESIGN FOR INNOVATIVE COMMUNITY-ENGAGED GOVERNANCE APPROACH

The remainder of this report explains the key elements of the design we recommend to ArtsKC for consideration as the governance design for the Jackson County Arts and Culture Strategic Plan. When viewed in its entirety, the elements of this design can be somewhat overwhelming to the viewer. Thus, the design is presented via a series of graphics that illustrate, stage by stage, what would be put in place to implement this governance approach.

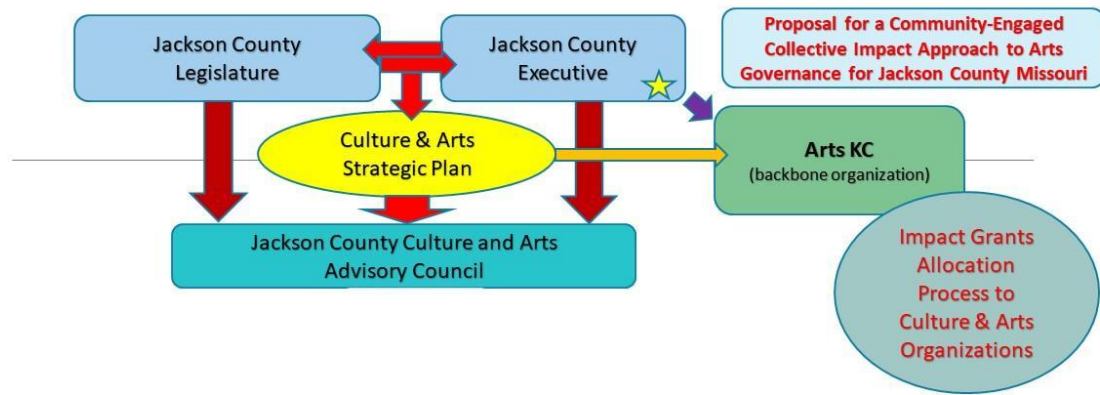
The governance of Jackson County’s arts and culture begins, of course, with the authorizing actors for the system – the official leaders of Jackson County government, the Legislature and Executive. These are the officials that approved the official strategic plan, and all the governance system for arts and culture plan implementation needs to be accountable to them. Specifically, the performance of the system is accountable to the Legislature and, by extension, the County Executive; the work of implementation and operations is accountable more directly to the County Executive. These linkages are illustrated in the below diagram, along with linkages to the County’s arts and culture contractor, ArtsKC (AKC). The current contracted work of AKC also includes implementation of the Impact Grants allocation process, so it is included in the graphic.



JACKSON COUNTY CULTURE & ARTS GOVERNANCE APPROACH (2023). DAVID RENZ, MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

Further, as the following graphic illustrates, AKC has worked with the Culture and Arts Advisory Council to secure guidance and develop the strategic plan, and this relationship is proposed to continue with AKC organizing and implementing a next generation of the Advisory Council. The graphic illustrates the linkages between the Advisory Council and the Jackson County Legislature, the Jackson County Executive (and its Administrator), and ArtsKC. The star in the Office of the Executive indicates that the Executive would establish or identify a position in that office that would officially be designated as the County Arts and Culture Liaison (with adequate

time allocated to this role that it could actively be implemented). This position would serve as a key link between the County and arts and culture organizations, and its municipalities, as well as to AKC and the rest of this governance system.



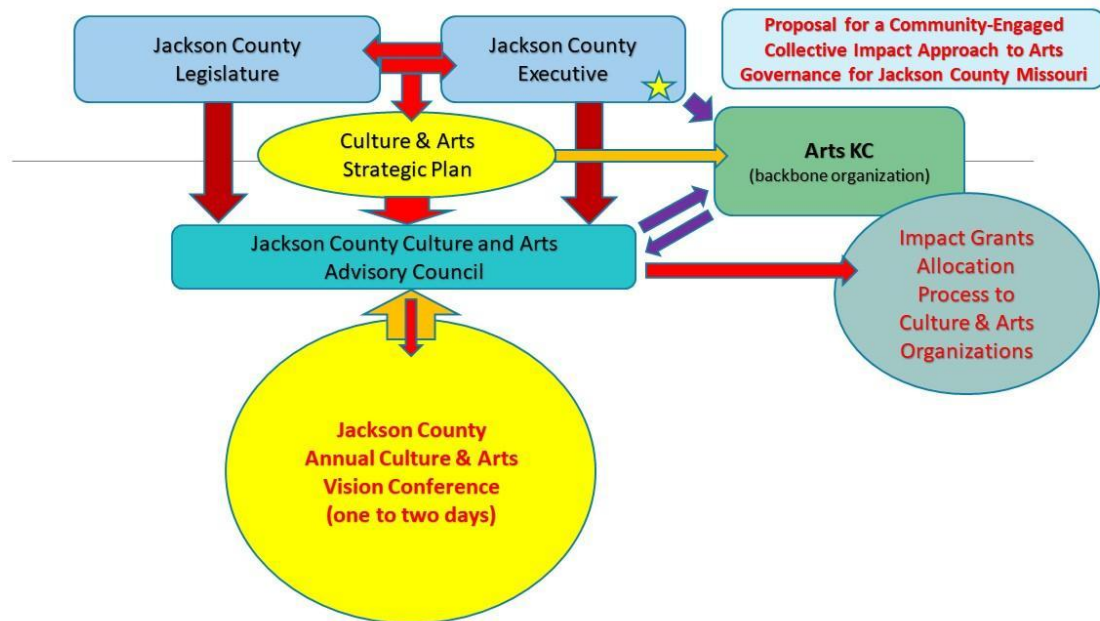
JACKSON COUNTY CULTURE & ARTS GOVERNANCE APPROACH (2023). DAVID RENZ, MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

The next graphic highlights a very distinctive and noteworthy element to this governance design: the Jackson County Annual Arts and Culture Vision Conference. The Conference is not a structure in any conventional sense, it is a pivotal annual event during which people from across the county’s entire arts and culture world would come together for a day (or maybe two in the future) of discussion about the state of the arts in the county and the arts and culture strategic plan’s implementation, with structured segments of the conference that would focus on specific elements, some of which would consider implementation of the plan and some of which would be times for segments of the arts and culture community to come together around specific topics and concerns. Ideally this conference would be one of the leading arts and culture highlights or events of the year, with tracks or segments that would address advocacy, policy, emerging issues affecting the arts and culture, and there always would be a State of Jackson County Arts and Culture speech that could conclude with the coming year’s “call to action” for all in the county to advance the cause of arts and culture. This would help address a strategic priority of the Strategic Plan (p. 35):

The array of stakeholders involved in developing this plan should be considered just the beginning. The county should reach out to stakeholders from the urban core to the unincorporated areas of the county to both implement the plan and to promote it. As part of that effort, stories should continue to be collected through the Sensemaking process (or a similar tool) and the arts and culture asset map should be in constant development.

ArtsKC will host a quarterly community meeting of the Cultural Arts Advisory Committee to get feedback from our dedicated community members, as well as two public community meetings to hear from all members of the Jackson County public. This will result in a total of six community meetings to build awareness of the goals set out in the plan and how the community can benefit from them. (p. 35)

To work well as a community-engagement vehicle, this needs to be structured as a widely-inclusive town hall forum engaging everyone (leaders, collaborators, artists, etc.) from across the county who has an interest in the arts and/or cultural programming and activities to talk with each other about how well things are going and, especially, about what the key priorities should be for the coming year of arts and culture initiatives and programs in the county. The results of the priorities discussions would be communicated to the Culture and Arts Advisory Council to inform refinements in the plan and its implementation, as well as to ArtsKC to inform its grantmaking priorities as well as planning and implementation of other backbone roles. Of course, it will be important for the Conference results to be reported to the Legislature and the County Executive (and the Arts and Culture Liaison in the Executive’s Office should be one of the leaders in attendance). The Advisory Council would be the sponsor of this conference, on behalf of all of county government (Executive and Legislature), and AKC would serve the backbone administrative roles in the organization and facilitation of the conference (including county-wide marketing and wide-ranging inclusive invitation process).



JACKSON COUNTY CULTURE & ARTS GOVERNANCE APPROACH (2023). DAVID RENZ, MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC.

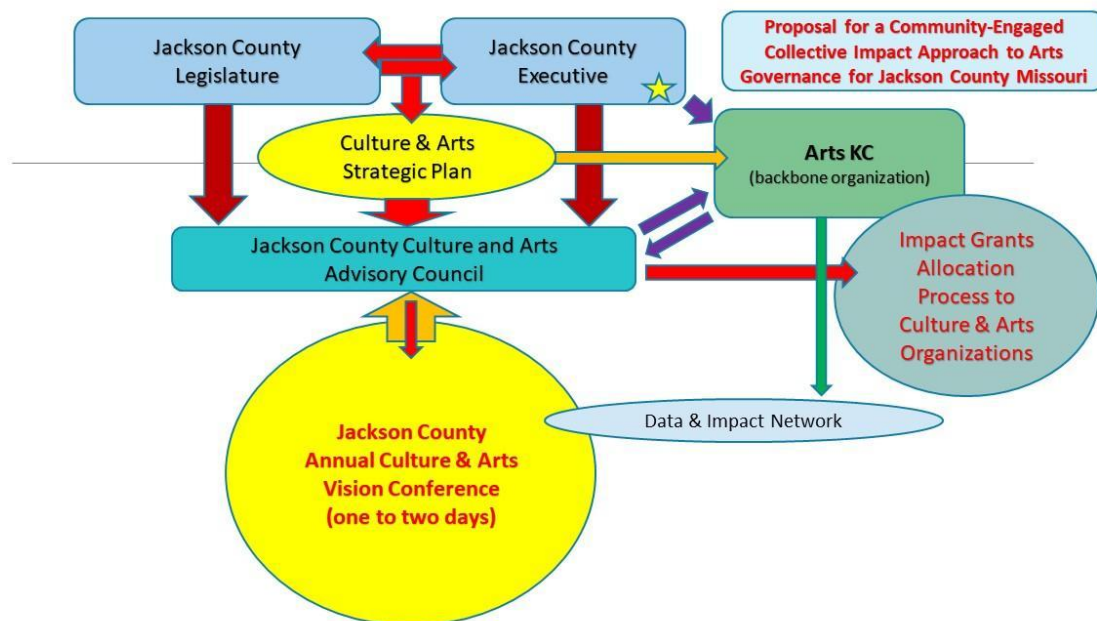
The next graphic illustrates the addition of another element of this governance and collective impact system, the strategic priority to “collect data and measure impact.” We recommend this be integrated into the governance system by creating a community-based Data and Impact Network that would work with AKC and its evaluation contractors to monitor implementation of this priority and help plan for continued development of a robust and useful outcomes

measurement system. This Network would meet several times during each year to review and update processes and troubleshoot issues in the measurement and reporting processes, and a pivotal meeting for it would occur during and be held in conjunction with the Annual Vision Conference. As stated in the Strategic Plan (p. 36):

Regular Assessment of Community Success

To gauge progress in becoming a place where arts and culture are accessible, connect diverse communities through a sustainable ecosystem, and are integrated in all aspects of our lives, performance measures should be identified and the plan reviewed on an annual basis to determine whether new or emerging opportunities or challenges necessitate changes to it. With the leadership of the Mid-America Regional Council and the Cultural Arts Advisory Committee, we will continue our social impact measures, as well as other impact data collection to determine the outcomes of strategic impact funding and other influences on the arts community of the county.

At this time, the Data and Impact Network would present to all attendees highlights of the information being generated and reported and host discussions on what it means for the county and updates to the Plan. Ideally, this information would inform the priority-setting element of the Annual Vision Conference, as well.

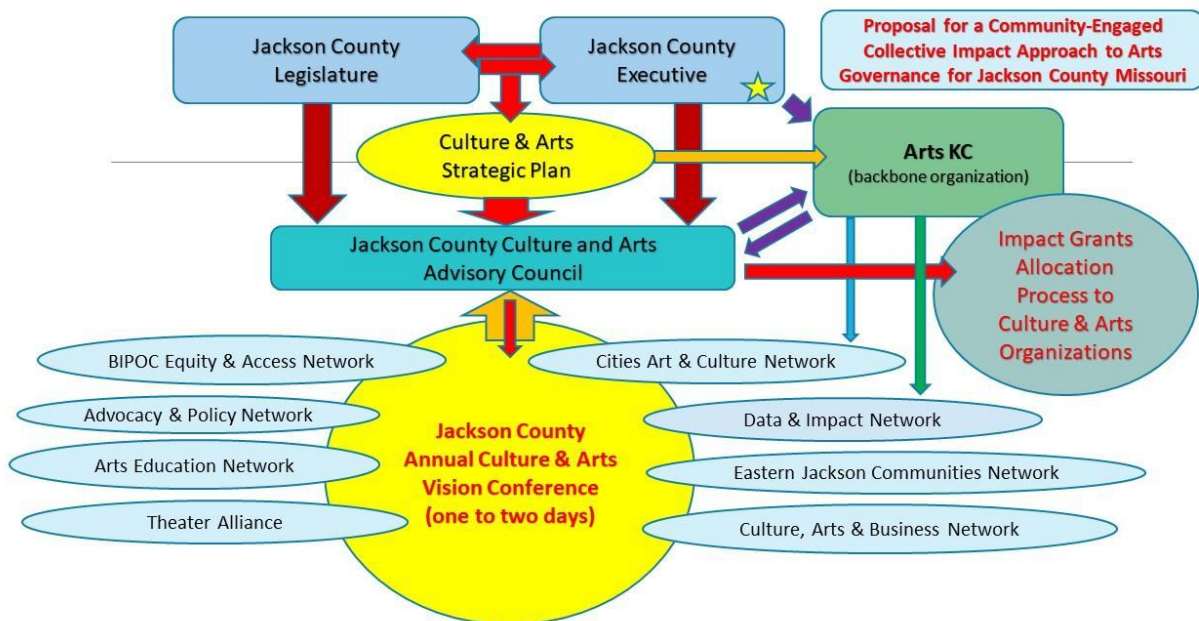


JACKSON COUNTY CULTURE & ARTS GOVERNANCE APPROACH (2023). DAVID RENZ, MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

The Data and Impact Network is proposed as one of what would be a number of ongoing task forces and committees, but it will not be the only one. Similar committees will be structured to focus on other long-term needs and concerns highlighted in the Plan. (Note: We label all the entities that are ongoing and multi-year in scope as “Networks.” As will be explained later in this report, we label shorter-term ad hoc interest groups as “Affinity Groups.”)

As the below graphic illustrates, we propose that additional Networks (some of which already exist in some form) exist to address specific topics, such as BIPOC Equity and Access, Advocacy and Policy for the Arts, Arts Education, Eastern Jackson Communities Network, and Culture, and Arts and Business. We also propose a Cities Arts and Culture Network (to address the need cited in a 2023 MARC report to AKC: officials from interested municipalities want to continue to meet on a regular basis (perhaps four to six times per year) “to discuss joint interests and the overall implementation of this strategic plan and where and how local units of government can be informed, updated, engaged, and involved in the ongoing work of Jackson County to support and advance the arts and culture across the communities of the region.”)

Each Network will play an active role in the Annual Vision Conference, including to organize and host a meeting (or two) during the Vision Conference day at which the Network can report on its work, train or present on relevant issues, and engage in discussion with others from the community so they can learn more about the topic addressed by the Network.



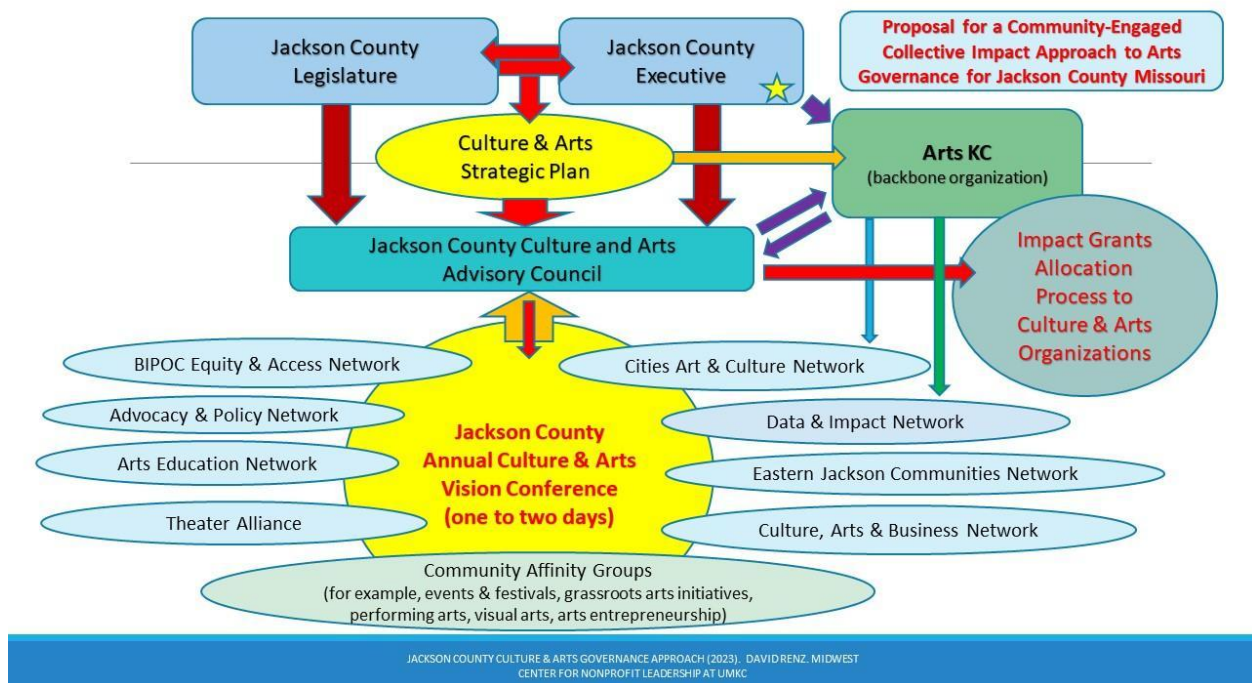
JACKSON COUNTY CULTURE & ARTS GOVERNANCE APPROACH (2023). DAVID RENZ, MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

The list of networks we propose is tentative. Maybe more or other networks should be organized. The Advisory Council will be the entity to authorize and charter networks; each Network should be founded with a brief but clear and explicit charter or statement of purpose so all who may have an interest will know of the Network and can attend if interested. Generally, membership in a Network should be open, although participants attending a network’s meetings must accept that the Network is only going to focus on the network’s purpose (e.g., advocacy, arts education, etc.).

We propose that each Network have a Chair and Vice Chair to serve for one-year renewable terms, and these officials will have the core responsibility to organize agendas, call meetings, and facilitate network operations and activity based on the interests and needs of the

participants of the Network. After this system has been launched, each Chair will also have a seat on the Cultural and Arts Advisory Council and provide updates on the actions and progress of the Network (Vice Chairs will be the alternate for times when Chairs cannot attend an Advisory council meeting).

The following graphic, which is the final of this series and serves as a summary of the entire governance system, highlights a final element of community engagement governance design. This element is the addition of “Community Affinity Groups,” which are short-term ad hoc groups that come together rather organically as members of the community who share specific interests and concerns come together to talk about their interests and, when relevant, to launch a workshop or event of relevance to their cause.



Affinity Groups are intended to meet occasionally, with the intent of hosting discussions and activities that interest people in their cause. Often these will be topics that are timely and related to some ongoing matter of interest or concern to members of the county’s arts and culture community. Some topics that seem potentially relevant could be events and festivals, grassroots arts initiatives, people involved in particular art forms (e.g., performing arts, visual arts, and maybe even more specific forms such as dance or even particular types of dance). Groups may seek to facilitate planning among each other, or they may have an interest merely in convening from time to time to share interests and awareness of each others’ activities. Affinity groups may, if they wish, develop and submit proposals for convening specific sessions and reporting on their interests and actions at the Annual Vision Conference but they are not required to do so. Such proposals would go to the Annual Vision Conference leaders, who collectively are part of the Culture and Arts Advisory Council.

For the full report from Midwest Center for Nonprofit Leadership, [click here](#).

MYSIDEWALK DASHBOARD

An absolutely critical component of our work has been the cultivation of a visualization tool for the data we have collected over the last two years. A natural partner for the design and development of this tool is local data storytelling and analysis firm MySidewalk. The team at MySidewalk has created a dashboard that synthesizes historical arts economic data from Americans for the Arts, social impact measures via Sensemaking, arts asset data collected by MU Extension, and community demographic data into a user-friendly dashboard where the user can overlay arts data with community data to see our county in a way never done before.

With this data, our hope is that all stakeholders in the arts community, from arts organizations of every size, individual artists, arts supporters, to civic and business leaders developing new community projects and resources, can make education-based decisions that are the most advantageous to the growth, equity, and prosperity of our region. It is our hope that area municipalities and counties will also want to house the dashboard on their websites, increasing usage and visibility of the dashboard. We have removed the cost barrier, making access to the dashboard even more equitable, by offering access to the dashboard free to the public.

Below is a sampling of the visualization segments of the dashboard.

For full access to the dashboard, [click here](#). Password is artskc.



- Home
- Impact of the Arts
 - Cultural Arts Inventory
 - Economic Impact
 - Social Impact
- Community Context
 - Demographics
 - Income
 - Employment
 - Education
 - Community Conditions and Assets
 - Transportation
 - Housing

Welcome to ArtsKC's Jackson County Arts Impact Dashboard!



- Home
- Impact of the Arts
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Total Industry Expenditures

\$244,211,834

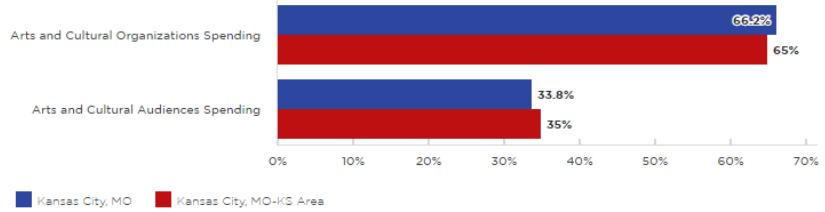
Kansas City, MO

\$276,098,121

Kansas City, MO-KS Area

Sources: Arts & Economic Prosperity 2015

Direct Economic Activity



Sources: Arts & Economic Prosperity 2015

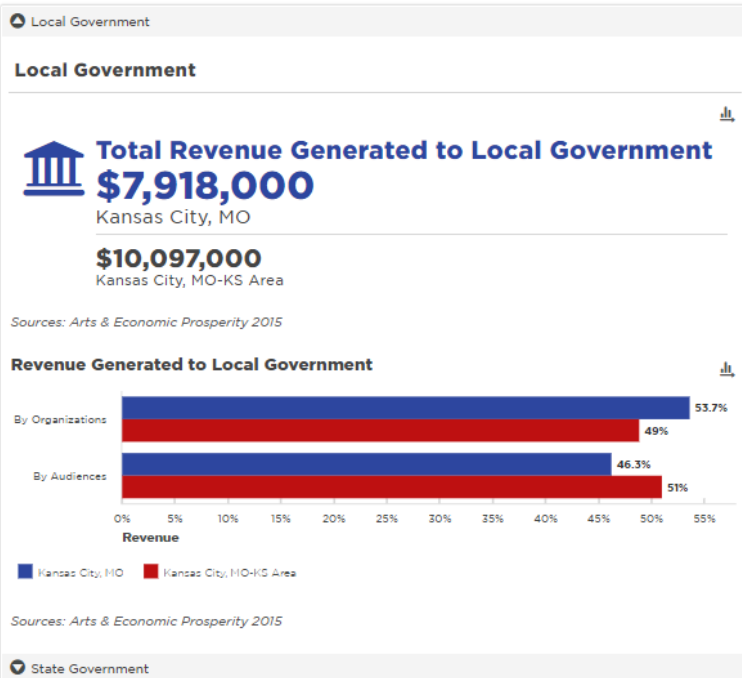
Arts in Kansas City creates thousands of jobs, contributing to the region's economic growth and vitality.

As the region's third largest employer, the arts and entertainment sector provides employment opportunities for individuals with diverse skill sets and backgrounds, contributing to the local economy and enhancing the quality of life for residents.

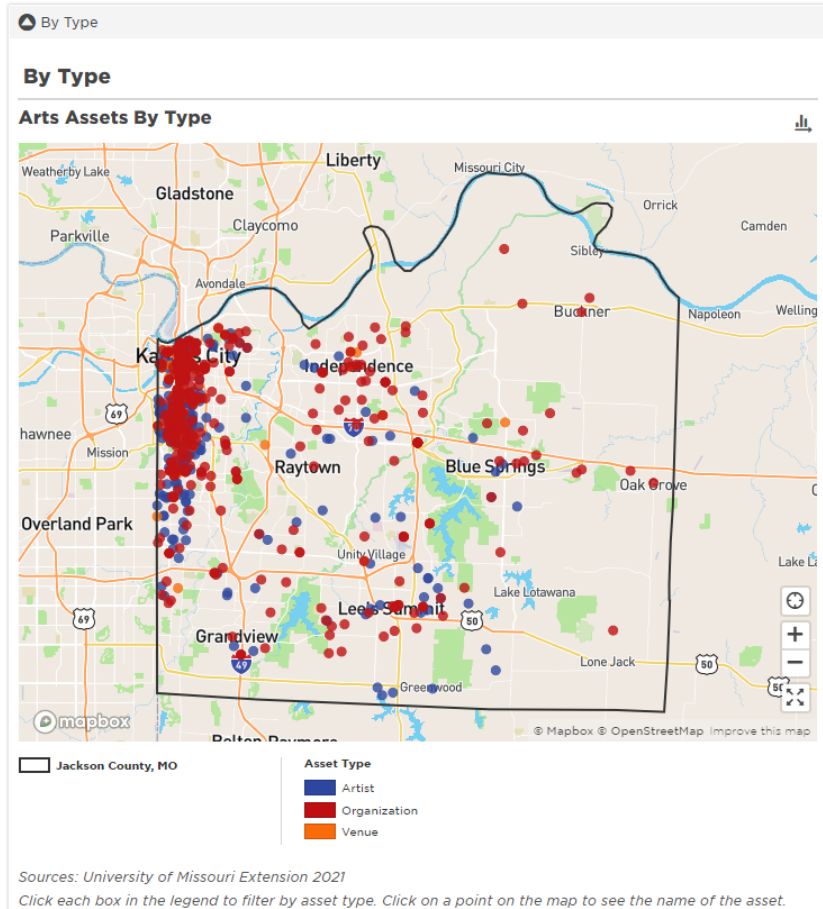
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The arts and entertainment sector supports our local and state governing bodies.

The arts industry in Kansas City not only generates economic activity and jobs but also contributes millions in revenue to state and local governments. This includes sales tax revenue generated by arts-related businesses, as well as income tax revenue from workers in the arts industry. The arts also attract tourism to the region, supporting local businesses and generating additional tax revenue for state and local governments.



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Negro Leagues Baseball Museum

Arts and culture support mental health and well-being.

Moreover, the arts can play a significant role in promoting mental health and well-being in Jackson County. Access to the arts can provide an outlet for creativity and self-expression, which can have a positive impact on mental health. Art therapy and other forms of creative expression can be particularly beneficial for individuals dealing with trauma or mental health challenges. Additionally, the arts can help to reduce stress and promote a sense of relaxation and calm, which can contribute to improved overall well-being.

Home

Impact of the Arts

→ Cultural Arts Inventory

→ Economic Impact

→ Social Impact

Community Context

→ Demographics

→ Income

→ Employment

→ Education

→ Community Conditions and Assets

→ Transportation

→ Housing

Transportation

The availability and accessibility of transportation plays a crucial role in ensuring that people have the opportunity to engage with the arts in Jackson County. Households without vehicles and those with limited transportation options face significant barriers to accessing arts events and activities. By providing accessible and affordable transportation options, the arts community can work towards increasing access to the arts and promoting a more inclusive and vibrant cultural scene.



KC Jazz Streetcar

Access to public transportation is critical for residents to engage with the arts in Jackson County.

Areas with limited access to public transportation may face significant barriers to attending cultural events and performances, limiting their ability to engage with their communities and participate in cultural activities. By investing in public transportation infrastructure and expanding access to transit, communities can improve access to the arts for all residents, regardless of their location. The arts can be an important tool for promoting the use of public transportation and improving community connectivity.

Home

Impact of the Arts

→ Cultural Arts Inventory

→ Economic Impact

→ Social Impact

Community Context

→ Demographics

→ Income

→ Employment

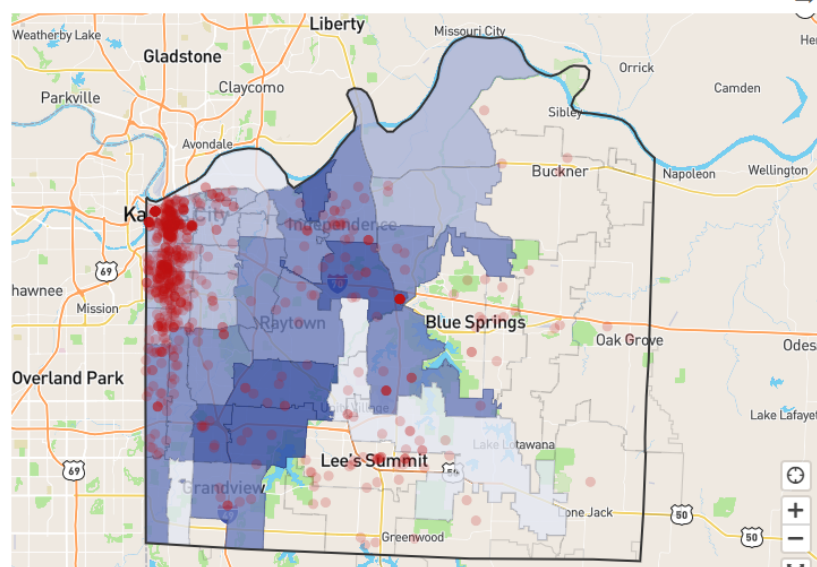
→ Education

→ Community Conditions and Assets

→ Transportation

→ Housing

Distance to Nearest Transit Stop



UNIVERSITY OF MISSOURI EXTENSION OFFICE

Phase two of the Jackson County Arts Asset Mapping, The University of Missouri Extension worked with ArtsKC, MARC, and the Cultural Arts Advisory Committee of Jackson County to help conduct a second wave of the comprehensive Arts Asset mapping of Jackson County, Missouri. Our methodology was to continue using the online survey as the primary source of new data collection. Our CARES team (Center for Applied Research and Engagement Systems) spent ample time validating all the data to ensure accuracy. CARES employed a core set of methods, tools, and reference data to validate the records. Methods and tools included online address and name verification, verification through phone or email contact, and Google Geocoding API. CARES also cross-checked records with data from sources like the Internal Revenue Service and HubSpot, validating and updating 1,500 location-based records. The mapping exercise conducted included the following:

- An in-person focus group
- An online survey: recorded responses (125), (last record collected) 02/20/2023
- Attending art events, festivals, and talks, promoting the survey
- Participating in MARC's Jackson Co. Arts & Culture Partnerships with Cities Series
- A literature review of ArtsKCGo data along with the EMSI data for art industries in Jackson County and the IRS 2018, Exempt Organizations, Arts, Culture, and Humanities data for Jackson County.
- Data Validation
 - compiling over **1,329** pieces of data from this process.
- **173** Venues
- **670** Organizations
- **486** Artists

MU Extension also worked with “The Center for Applied Research and Engagement” to produce an interactive map in “All Things Missouri.”

WHAT IS ASSET MAPPING?

Community asset mapping is a strength-based approach to community development. Asset mapping aims to document a community's existing resources, incorporating these strengths into community development work or planning processes. Asset mapping can include identifying the institutions, individuals, and citizen associations existing within communities that serve as positive resources.

Approaching individuals and communities from an asset-based mentality empowers them to recognize their strengths and capacities of a community and can help uncover solutions. This process allows the community to quickly think about building on these assets to address community needs to improve health. Asset mapping also promotes community involvement, ownership, and empowerment. What you or I think is an asset might be entirely different for a community; with the asset mapping exercise, you don't tell people what their assets are; **you listen.**

HOW TO USE THE ASSET MAP

The asset map is used to help with the community needs assessment; it helps one approach a community from a sense of abundance. Putting together an asset map helps put on paper the resources a community can leverage to help improve the health and wealth of a community over time. Drawing a community asset map enables you to see what already exists or if support services are lacking. Once the map is created, the map can be used in several ways. One of the most significant benefits the map can give is **Collective Community Knowledge**. Also, if you want to mobilize and empower the community at the start of your project, involving different community members in constructing the asset map is a great approach. Building the map with a community can be an organizing tool.

The map can also be used for **Analysis**; Asset Mapping can provide a straightforward framework for analysis. The map results help determine new directions for your program or identify new programs that need to be developed. When using online mapping tools, you can receive an instant picture of community assets that may help answer questions one might have about the community. This information can also be overlaid with other data to show a bigger picture.

The map can also be used for **Reports** and **Presentations**, which helps provide the audience with a comprehensive picture of the community they are discussing. For example, if your goal is to use the asset map to influence policies around development in the community, providing maps and resident testimony in one report can be a powerful tool.

Lastly, the map can be a starting point for building a **Database**. Having all this valuable information in one database can prove extremely helpful for those needing to refer back to the data over time and make informed decisions.



Photo Credit: Kansas City Jazz Orchestra

"Our ArtsKC funding was crucial to be able to offer these free-to-the-public events for our community. We were able to: promote Black Excellence, share the Arts with our community, offer young professionals the opportunities to see themselves reflected in our diverse company of working Artists, represent Black Love and Joy in our artistic productions, amplify the voices of our community by offering a FREE platform for artists to share their dance films, and connect our community with the greater Arts communities within KC and beyond its zip code. We aspire to build upon these endeavors and continue to fortify the arts and the community that so generously has created, supported, and nurtured us as humans and artists."

- The DynamitExperience

CONCLUSION

Our hope is that this report has been informative and inspirational as it relates to the good work that has been done by ArtsKC and all of our project partners across the board and the county over the last year. As we mentioned, this work is transformative and innovative beyond anything else seen in similar metropolitan areas across the country. We are grateful for the leadership and encouragement of the county legislature and leadership, and look forward to continuing this amazing work to bring new resources and opportunities to the arts community we serve everyday.

Please reach out with any questions you may have as it relates to any portion of this work. We are more than happy to make introductions and facilitate discussions with any and all partners or members of our leadership team and committee.

We will follow up this report with requests for individual meetings with each of the county legislators, county executive, and county administrator to walk you through the details captured herein.

Once again, we look forward to continuing our work together, and we appreciate your attention to the critical work done by ArtsKC and our partners over the last year. It is with great pride for the work we have already done and dedication to the necessary and critical work before us that we submit this report for your consideration.

“Keep working on a plan. Make no little plans.

Make the biggest plan you can think of and spend the rest of your life carrying it out.”

- President Harry S. Truman



Photo Credit: Art As Mentorship