

## Request for Legislative Action

Resolution No.: 20994  
Sponsor: Crystal Williams  
Date: June 21, 2022

### Completed by County Counselor's Office

Action Requested:	Resolution	Res.Ord No.:	20994
Sponsor(s):	Crystal J. Williams	Legislature Meeting Date:	6/21/2022

### Introduction

**Action Items:** ['Authorize', 'Courtesy']

**Project/Title:**

Adopting the Jackson County Arts and Culture Strategic Plan; and authorizing the County Executive to execute a \$250,000 contract with ArtsKC for Year 2 of the work to advance arts and culture infrastructure in Jackson County

### Request Summary

This resolution asks for adoption by the County Legislature of the Jackson County Arts + Culture Strategic Plan for Years 2021-2023 for Advancing Arts and Culture Infrastructure. This plan was developed by a 16 member Cultural Arts Advisory Committee of Jackson County arts stakeholders. The co-chairs were Jalen Anderson of the Jackson County Legislature and Sean O'Harrow of the Kemper Museum of Contemporary Art.

This resolution further authorizes the County Executive to execute an extension on \$250,000 contract with ArtsKC for a second year to continue implementation and development of this plan including \$130,000 for impact investments into small and medium Jackson County arts organizations that expand and enrich the overall quality and health of Jackson Countians.

### Contact Information

<b>Department:</b>	County Executive Office	<b>Submitted Date:</b>	4/19/2022
<b>Name:</b>	Troy Schulte	<b>Email:</b>	TSchulte@jacksongov.org
<b>Title:</b>	County Administrator	<b>Phone:</b>	816-881-1079

### 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

## Request for Legislative Action

<b>Prior Legislation</b>	
<b>Prior Ordinances</b>	
Ordinance:	Ordinance date:
<b>Prior Resolution</b>	
Resolution:	Resolution date:
20681	May 17, 2021

<b>Purchasing</b>	
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?	

<b>Compliance</b>	
<b>Certificate of Compliance</b>	
In Compliance	
<b>Minority, Women and Veteran Owned Business Program</b>	
Goals Not Applicable for following reason: Not bid - not reviewed	
MBE:	.00%
WBE:	.00%
VBE:	.00%
<b>Prevailing Wage</b>	
Not Applicable	

<b>Fiscal Information</b>	
<ul style="list-style-type: none"><li>There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered.</li></ul>	

## Request for Legislative Action

### History

## Request for Legislative Action

This eRLA has been previously submitted and restarted. Original comments are below.

Submitted by County Executive Office requestor: Troy Schulte on 4/19/2022 12:00:00 AM. Comments: Final strategic plan document will be submitted later this week once final edits are completed.

Approved by Department Approver Sylva Stevenson on 5/11/2022 3:55:27 PM. Comments:

Not applicable by Purchasing Office Approver Barbara J. Casamento on 5/12/2022 2:09:44 PM. Comments:

Approved by Compliance Office Approver Katie M. Bartle on 5/12/2022 2:32:36 PM. Comments:

Approved by Budget Office Approver Mark Lang on 5/12/2022 3:36:09 PM. Comments: The fiscal note has been re-attached.

Approved by Executive Office Approver Troy Schulte on 5/13/2022 4:22:57 PM. Comments:

Returned for more information by Counselor's Office Approver Elizabeth Freeland on 5/31/2022 12:33:27 PM. Comments: Please adjust to be \$250k extension to our existing contract. Thanks!

Resubmitted by Requestor Troy Schulte on 6/6/2022 12:52:59 PM. Comments:

New comments begin here.

Submitted by County Executive Office requestor: Troy Schulte on 4/19/2022. Comments: Final strategic plan document will be submitted later this week once final edits are completed.

Approved by Department Approver Troy Schulte on 6/7/2022 10:58:17 AM. Comments:

Not applicable by Purchasing Office Approver Barbara J. Casamento on 6/7/2022 1:26:23 PM. Comments:

Approved by Compliance Office Approver Katie M. Bartle on 6/7/2022 2:21:48 PM. Comments:

Approved by Budget Office Approver Mark Lang on 6/7/2022 2:42:21 PM. Comments:

Approved by Executive Office Approver Troy Schulte on 6/8/2022 3:55:17 PM. Comments:  
June 15, 2022

eRLA #485

Page 4 of 4

Approved by Counselor's Office Approver Katherine Henry on 6/15/2022 1:39:10 PM. Comments:

### Fiscal Note:

This expenditure was included in the Annual Budget.

PC# 102122001 000

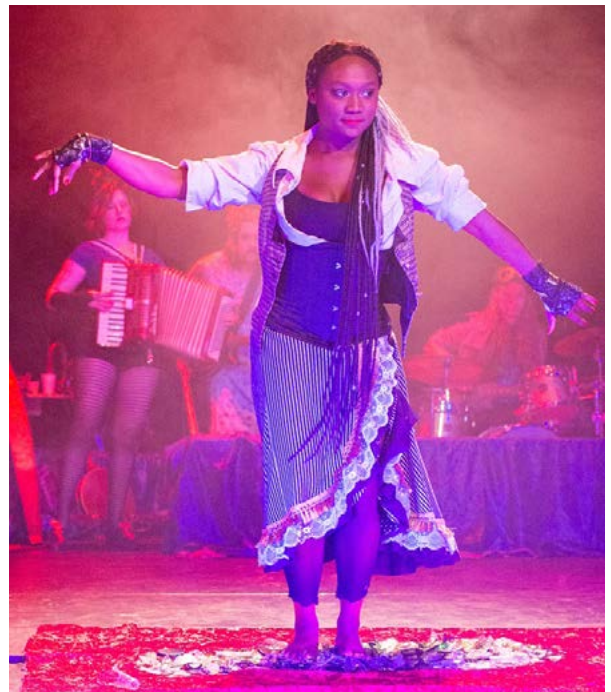
Date: April 26, 2022

RES #	20994
eRLA ID #:	485

[illegible]

**APPROVED**  
By Mark Lang at 10:52 am, Apr 26, 2022

Budget Office



2021-2023  
**Jackson County, Missouri**  
Advancing Arts and Culture Infrastructure

## STATEMENT OF GRATITUDE

ArtsKC would like to extend our sincere gratitude to all of our collaborators and partners who are making this extensive initiative possible. We would especially like to thank Patty Gentrup, Rebecca Gillam, Lauren Palmer, GK Callahan, as well as the following members of the Cultural Arts Advisory Committee, who offered steady guidance and support throughout this project:

Co-Chair Jalen Anderson // *Jackson County Legislature*  
Co-Chair Sean O'Harrow // *Kemper Museum of Contemporary Art*  
Brook Balentine // *Health Care Collaborative*  
Jose Faus // *Artist*  
Sidonie Garrett // *Heart of America Shakespeare Festival*  
Roxane Hill // *Wonderscope Children's Museum*  
Sandy Kessinger // *Grandview Educational Foundation*  
Glenda Masters // *City of Lee's Summit*  
Jenny Mendez // *Mattie Rhodes Center*  
Jennifer Owens // *Owens/Cox Dance Group*  
Uzziel Pecina // *Artist & University of Missouri - Kansas City*  
Brent Schondelmeyer // *Community Member*  
Jim Staley // *Mid-Continent Public Library*  
Michael Toombs // *Artist & StoryTellers, Inc.*  
Maria Vasquez Boyd // *Artist & KKFI*  
Carmaletta Williams // *Black Archives of Mid-America*

In addition to our project partners, we want to extend our heartfelt appreciation to the office of the Jackson County Executive, the office of the Jackson County Administrator, and the Jackson County Legislature, who unanimously approved this endeavor, demonstrating their commitment to the arts and creative industries of our county. We hope their leadership and vision will be a catalyst for similar municipalities in our region.

*With gratitude,*

**Dana M. Knapp**  
*President & CEO*  
ArtsKC - Regional Arts Council

**Branden D.S. Haralson**  
*Senior Manager, Public Policy &  
Government Relations*  
ArtsKC - Regional Arts Council



## JACKSON COUNTY ARTS + CULTURE STRATEGIC PLAN

<b>INTRODUCTION</b>	<b>01</b>
The Vision	02
Key Performance Areas & Strategic Priorities	02
Accessibility // Art is For All	03
Education // Art Inspires	04
Infrastructure // Art Supports	05
Partnerships // Art Unites	06
Marketing // Art Reveals	07
Recommendations	08
<b>STRATEGIC PLANNING PROCESS</b>	<b>09</b>
Process Leadership	10
Cultural Arts Committee Members	11
State of the Arts	12
Cultural Arts Inventory	12
Best Practices	13
Stakeholder Engagement	14
Focus Groups	14
Our Tomorrows: Stories and Sensemaking	16
Collaborative Town Hall Meetings	20
Words from Community Conversation participants	22
February 2022	22

## IMPACT INVESTMENT IN ARTS + CULTURE

<b>JACKSON COUNTY IMPACT FUNDING REPORT</b>	<b>23</b>
Mission Support Funding	23
Timeline and Process	24
Review Committees	25
<b>IMPACT FUNDING RECIPIENTS</b>	<b>26</b>
Diverse-Led	28
Recipient Summary	29

*Cover photos (clockwise from top): Harmony Project KC, Martika Daniels by Wolfe Brack, and ceramic photo courtesy of Philipp Eirich.  
All illustrations throughout this report were created by Sara O'Keefe.*



## ADVANCING ARTS + CULTURE INFRASTRUCTURE

<b>2022-2023: SCOPE OF WORK</b>	<b>33</b>
Formal Adoption by Jackson County Legislature.....	34
Creation of Infrastructure.....	34
Continued Community Engagement.....	35
Regular Assessment of Community Success.....	36
<b>BUDGET</b>	<b>37</b>
Impact Investment.....	37
Year Two Budget.....	38
Year Two Deliverables.....	39
About Project Entities.....	40

## APPENDICES\*

<b>APPENDICES</b>	
Best Practices Research.....	
Focus Groups.....	
Our Tomorrows.....	

\*The appendices contain full details including research, data, focus group information, and sensemaking responses. [You can view the appendices via this hyperlink.](#)



In Spring 2020, Jackson County set out on an ambitious process to establish a strategic plan for arts and culture in our community. The process was designed to engage the diversity of the county – from race and ethnicity to socioeconomic differences and age to the urban core and unincorporated areas to artists and audiences.

What we found through listening to our community's aspirations and stories was that arts and culture means so much more than the performance or the painting themselves, or the gallery or the event. It is a means to build community, to overcome barriers, to heal, to celebrate, to express oneself and to feel connected.



Arts and culture make considerable and necessary contributions to the well-being of communities. Arts and culture are powerful tools with which to engage communities in various levels of change. They are a means to public dialogue, contribute to the development of a community's creative learning, create healthy communities capable of action, provide a powerful tool for community mobilization and activism, and help build community capacity and leadership.

*Creative City Network of Canada*

Ultimately, what was developed is a guide to:

- / Support arts in all its forms throughout the County
- / Foster collaboration among arts organizations
- / Ensure diverse audiences participate in and have access to arts
- / Build a greater appreciation for arts and arts education

Here you'll find the community's vision for what arts and culture can be for Jackson County and a script for advancing that vision. We look forward to realizing together all that can be.

Cultural Arts Advisory Committee Co-Chairs

**Sean Hoàng O'Harrow, Ph.D.**

*Executive Director*  
Kemper Museum of Contemporary Art

**Jalen Anderson**

*1<sup>st</sup> District At Large Legislator*  
Jackson County

*Photo: Nelson-Atkins Museum of Art*

# 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.

---

## Key Performance Areas & Strategic Priorities

Key performance areas (KPA) are categories in which Jackson County must have success to achieve its vision for arts and culture. Five KPAs were identified, and an outcome statement established for each. To make progress toward achieving the outcomes in each of the KPAs, strategic priorities were identified.

### KEY PERFORMANCE AREAS

accessibility // education // infrastructure // partnerships // marketing



My hope is that someday  
the arts will be considered as significant  
in everyone's lives as breathing fresh air,  
eating clean foods, and performing physical exercise.

---

*Renee Phillips*

*Director and Curator, Manhattan Arts International*

“Arts and culture provide opportunities to cross boundaries, experience different cultures, different generations and connect with other people & their stories.”

October 2021

Community Conversation Participant



Harmony Project KC

## Accessibility // Art is For All

Jackson County will provide comprehensive access to arts and culture, supporting affordability, physical access, transportation, and education through equitable funding, communication, and inclusion in planning, policy, and decision-making.

- / Identify and provide funding to address social and cultural, physical, and economic barriers to accessing arts
- / Prioritize equitable support for arts and culture experiences across urban, rural, and suburban communities.
- / Adopt public policy that prioritizes arts and humanities education in classrooms.
- / Increase availability of multi-language and inclusive art experiences through targeted investments in existing and new opportunities and resources.
- / Promote, maintain, and utilize an accessible arts and culture asset map.



Art is inspiring  
and **enhances our**  
**quality of life** and provides  
a way to grow, learn,  
and teach.

October 2021

Community Conversation Participant

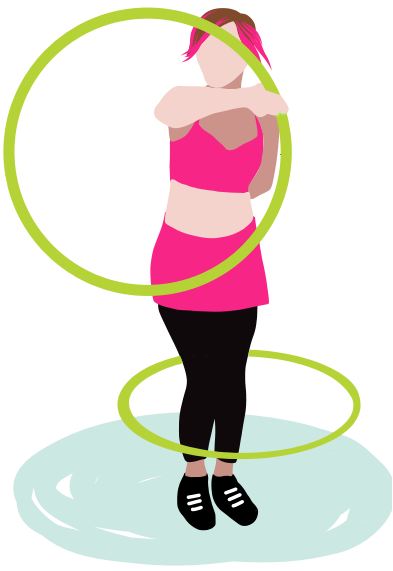


Emily Reinhardt, *The Object Enthusiast*

## Education // Art Inspires

Jackson County will have resources in place for high-quality accessible art experiences to lessen hardships and break down barriers for all students. We will prioritize holistic growth, creativity, and development through extended learning opportunities and resources, ultimately cultivating sustainable generations of artists, creatives, and art lovers/supporters. While Jackson County is not directly involved in K-12 education, we can play an important leadership role to support and advocate for arts curriculum and programming among the public schools, private schools, home schools and other education-related partners serving the County.

- / Secure funding for educational resources.
- / Create continuing education/life-long learning opportunities for people of all ages through community partners such as the library, parks and recreation, school systems, community centers, and others.
- / Advocate for collaboration between school systems and the arts community to improve academic and well-being outcomes.
- / Prioritize resources that educate students around arts as a viable career.



## *Infrastructure // Art Supports*

Jackson County has a comprehensive infrastructure system for the long-term sustainability of a broad and diverse arts community. In this context, infrastructure means the organizational framework within the county and in partnership with its external partners to implement and sustain the elements of this plan.

- / Establish an organizational structure within Jackson County government to implement and oversee the strategic plan.
- / Create a mechanism for funding that is equitable and sustainable.
- / Identify specific policies and processes that best support the needs of individual artists and art organizations, i.e. small business loans, zoning, affordable housing, grants, benefits.
- / Incent municipalities in developing cultural facilities and programs.



Art provides ways to **make connections** with a variety of people from diverse backgrounds and cultures. It **brings down the walls**.

---

*October 2021 Community Conversation Participant*





## Partnerships // Art Unites

The county recognizes the value of collaboration and fosters opportunities that make it easy for inter-sector and cross-sector partners to share resources, audiences and build capacity.

- // Create a cross-jurisdictional effort at the county level to explore uniting funding and opportunities to fulfill common community interests.
- // Establish public policy and programs that recognize and reduce barriers to support collaboration and partnerships.
- // Identify and provide opportunities for city/county officials, artists, arts organizations, and art consumers to learn together, share resources, and network.
- // Periodically convene cities within the county to discuss opportunities to collaborate and cross-promote arts initiatives in the region and nationally.



Through shared arts experiences  
we find connection, commonality,  
and our shared culture.

October 2021

Community Conversation Participant



*Riverdance at Kauffman Center for the Performing Arts*

## Marketing // Art Reveals

Our cultural assets, artistic programs and arts community are globally recognized for the creative, economic, and social contributions they provide.



**Art is therapy**, it opens up feelings and helps us understand ourselves and the world around us.

*October 2021*

*Community Conversation Participant*

- / Develop a comprehensive, ongoing multi-media marketing campaign that celebrates arts and culture.
- / Establish public and private funding for marketing initiatives.
- / Create a liaison office between art groups and Jackson County government.
- / Prioritize and fund marketing in underserved areas in the county.



*Courtesy of Philipp Eirich*





*Linda Celeste Sims,  
Kansas City Friends of Alvin Ailey*

---

## Recommendations

### / Formal adoption by Jackson County Legislature

The Cultural Arts Advisory Committee recommends this strategic plan be adopted by the governing body and be considered the guiding policy document for investments in arts and culture in the County.

### / Creation of infrastructure necessary to achieve the community vision for arts and culture

The infrastructure should consider at the least ongoing funding for arts and culture; the type of organization or body necessary to implement the plan; and policy, expertise and other resources to support the efforts.

### / Continued community engagement

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 Our Tomorrows process and the arts and culture asset map should be in constant development.

### / Regular assessment of community success

To gauge progress in becoming 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.



## STRATEGIC PLANNING PROCESS

Jackson County's decision to sponsor the development of an arts and culture strategic plan is not only an investment in growing a rich and vibrant economy but also in supporting the health of our region. In a study published in the American Journal of Public Health, Heather L. Stuckey, DEd and Jeremy Nobel, MD, concluded there's a direct link between creative arts and physical and mental health outcomes.



Engagement with creative activities has the potential to contribute toward **reducing stress and depression** and can serve as a vehicle for **alleviating the burden of chronic disease**. Through creativity and imagination, we find our identity and our reservoir of healing. The more we understand the relationship between creative expression and healing, the more we will discover **the healing power of the arts**.

---

*Heather L. Stuckey, DEd and Jeremy Nobel, MD*



*Top: Complexions Contemporary Ballet  
Bottom: Belger Arts Center*



---

## Process Leadership

From the outset, Jackson County wanted the arts and culture strategic planning process to be guided by active engagement, meeting people where they are, valuing the diversity and inclusiveness of Jackson County citizens and arts community stakeholders.

To that end, it first established a Cultural Arts Advisory Committee comprising diverse representation from throughout the county, reflecting the interests of all cities and unincorporated areas, and representing the spectrum of arts. Ultimately, having a committee that reflects the breadth of the differences across Jackson County ways ensured more inclusive and equitable outcomes.

The committee met seven times over the course of the process. Over the course of those meetings, the committee:

- / Studied emerging trends and best practices
- / Evaluated the current state of arts and culture in Jackson County
- / Listened to stakeholder input regarding their hopes and dreams for the arts
- / Established a vision for what arts and culture can be in Jackson County
- / Identified five key performance areas and 21 strategic priorities to advance the vision



## Cultural Arts Committee Members

### **Brook Balentine**

CAO  
Health Care Collaborative

### **Brent Schondelmeyer**

Deputy Director  
Local Investment Commission

### **Carma Williams**

CEO  
Black Archives of Mid-America

### **Glenda Masters**

Cultural Arts Manager  
City of Lee's Summit

### **Jalen Anderson**

1<sup>st</sup> District At Large Legislator  
Jackson County, Missouri

### **Jennifer Owens**

Artistic Director  
Owens/Cox Dance

### **Jenny Mendez**

Cultural Arts Director  
Mattie Rhodes Center

### **Jim Staley**

Community Relations Director  
Mid-Continent Public Library

### **Jose Faus**

Poet and Painter

### **Maria Vasquez Boyd**

Artist and Radio Host  
KKFI

### **Mary Susan Dubinski**

Director of Arts Education Kansas City  
Young Audiences

### **Roxane Hill**

Executive Director  
Wonderscope Children's Museum

### **Sandy Kessinger**

President  
Grandview Educational Foundation

### **Sean O'Harrow**

Executive Director  
Kemper Museum of Contemporary Art

### **Sidonie Garrett**

Executive Artistic Director  
Heart of America Shakespeare Festival

### **Uzziel Pecina**

Musician and Assistant Teaching Professor  
University of Missouri  
Kansas City School of Education

The Cultural Arts Advisory Committee and the strategic planning process was supported by a consulting team lead by ArtsKC with the support of the KU Public Management Center, the KU Center for Public Partnerships and Research, the Mid-America Regional Council, the University of Missouri Extension, and Collaboration Arts.



---

## State of the Arts

Before determining where we want to go, we have to understand where we are. The Kansas City arts and entertainment industry is the region's third-largest employer, contributing hundreds of millions in household income annually. To ascertain the current arts and culture environment, the team engaged in the following activities.

### *Cultural Arts Inventory*

To understand the wealth of the industry, an interactive cultural arts inventory has been developed to identify just what Jackson County's assets are, including artists of all kinds, teachers, venues, museums, arts organizations, and community theaters.

By reviewing ArtsKCGo data, EMSI data for art industries in Jackson County and the IRS 2018, Exempt Organizations, Arts, Culture, and Humanities data for Jackson County; conducting focus group and administering an online survey, more than 1,200 assets have been identified to date including:

**639**  
organizations

**574**  
artists

**471**  
venues

Developing the asset map is critical to the continued success of arts and culture in Jackson County. By providing collective community knowledge of our well-known assets as well as hidden gems, the information can be used to continually analyze the state of the arts. It can serve to influence policies and programs around achieving our collective vision.

To ensure the inventory remains an evolving source of information, an interactive map was developed in "All things Missouri" which can be viewed at [cares.page.link/ngi6](https://cares.page.link/ngi6). To add to the growing Jackson County asset map go to [artskcgo.com](https://artskcgo.com) and register as an artist, arts organization, or patron.



IT-RA ICONS

### *Best Practices*

As Jackson County works to become a premiere arts and culture destination, it can certainly learn from other communities known for having a vibrant cultural experience. To that end, the team researched what is working – or not – across the U.S., comparing Jackson County’s resources to other similar sized jurisdictions with similar resources set aside for art and culture.

Research was conducted on San Antonio, Texas; Atlanta, Georgia; Portland, Oregon; and Nashville/Davidson County, Tennessee (the research is available in the appendices). These four communities were chosen not only for their vibrancy and success in supporting arts and culture, but also for their alignment with the end goals that Jackson County has emphasized for this work. While their structure, funding, and programs differ, there are a number of components all the programs possess that appear to make them successful.

- / Each program has equity and accessibility principles built into the work that it performs. These principles appear to help guide how and where they dedicate funding, awards, and programmatic support. They broaden the outreach and effect that these arts and culture programs have on the communities they serve and ensures that everyone, not just a select few, are being uplifted.
- / The programs have a stable source of funding, a portion of which comes directly from the city or county they support. In addition, each program is also financially supported through additional funding mechanisms including grants, private fundraising, and other means. Together, this combined funding provides stability and expands the ability of each program to affect positive change within their communities.
- / Each program dedicates funding toward several key programs including grants for artists/non-profits, funding for public art, and different community programs associated with education and economic development.



*AY Young, Battery Tour*

---

## Stakeholder Engagement

Despite the ongoing pandemic, the goal of the process was to reach people where they already are to learn how Jackson Countians currently think about, engage with, and access the arts as well as their hopes for the arts in Jackson County. In addition, hope was that we would have an important opportunity to learn about how the arts enhances physical and mental health, a sense of belonging and being connective, satisfaction, and personal growth.

The stakeholder outreach encompassed three distinct elements:

- / focus groups
- / personal story collection
- / collaborative community conversations

### *Focus Groups*

To have in-depth conversations regarding arts and culture in Jackson County, four focus groups were convened. Three comprised diverse stakeholders from across the County and the fourth comprised key staff of Jackson County cities. The conversations centered on the current state of arts and culture in Jackson County, their hopes for the future, and what is necessary for continued momentum. Find a full summary in the [appendices](#).



### *Key Takeaways*

- / Given its assets and environment, Jackson County has the foundation to become a world-renowned arts and culture destination.
- / While Resources are concentrated in Kansas City proper, the whole of the County has a wealth of artists, performers, organizations and venues.
- / The infrastructure to support arts and culture needs to be strengthened, including dedicated funding, partnerships, networking, and education for artists, audiences and students of all ages.
- / A vision for success is that arts and culture will be central to community success, will be accessible to all and that Jackson County will be a healthier and connected community.



*Rhythm & Ribs Jazz & Blues Festival*



### *Our Tomorrows: Stories and Sensemaking*

Our Tomorrows presents a critical opportunity to engage the community to determine how citizens define arts and culture, what is important to them, and, ultimately, how the economic and social effects of these activities can be measured. The expected outcomes from the implementation of Our Tomorrows in Jackson County include the emergence of social trends and experiences, collaborative data analysis and visualization, and the elevation of community voice. The stories told by Jackson County stakeholders through the Our Tomorrows engagement served only to support that research.



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. With no specific destination I wondered 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 mind that had been running “what if” scenarios for months was quiet for the first time in a long time. My fear and anger vanished. I was at peace. It wasn’t just the beautiful wooden statue “Guanyin of the Southern Sea”, it was everything together, the detail on the painted walls, the carvings of the ceilings, the smell of the room. 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.”



*Owen/Cox Dance Group*



I had the opportunity to participate in the Black Lives Matter mural project. I joined the Troost & 31st Team led by Michael Toombs to help with the outline and painting of the portion of the image that was VOTE. I was teamed with 4 individuals that I did not know before that day. **The experience was transformative!** We were called upon to work together to figure a small part of a larger masterpiece. 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.**

---



Prior to the completion of the amphitheater in Legacy Park, the City of Lee's Summit and the Lee's Summit Parks and Recreation Department, conducted four live concert events on Green Street, on the large public plaza/space in front of City Hall. With purpose, distinctive music genres were selected to broaden the audience interest. As an observer who attended several of these events, **I saw the "community-building magic" that can happen through a shared cultural art experience.** The free events allowed a cross-section of residents and visitors to spend time celebrating music and sharing the message of the artists through voice and melody. I met people who would not typically be a part of my work or personal life... **and enjoyed the experience of finding a new neighbor.**

---

Our Tomorrows, developed specifically for this project, is a continuous narrative capture tool that provides a periodic snapshot of community experiences through shared stories. It was designed to map the role that arts and culture plays in overcoming social issues and build community in Jackson County. The perspectives of Jackson County residents that benefit from arts and culture when going out with their families, creating in their own homes, or planning events to make their communities more vibrant provided a bottom-up view of the state of the arts that complimented the focus groups and asset mapping activities. The diverse experiences that were collected demonstrated how vital arts and culture are to thriving communities.

Figure 1: Types of arts culture included in Our Tomorrows experiences

- Think of a recent experience where arts and culture in Jackson County/Kansas City impacted or changed your life. What happened?
- Think of a recent experience where arts and culture in Jackson County/ Kansas City changed your perspective. What happened?
- Think of a creative experience, place, event or tradition that you've had that has had a positive impact on you or your community. Tell us about the experience. What happened? What was the impact?

After sharing their experience, respondents interpreted it on a series of triangles that addressed several themes (the story collection process was also available in Spanish):

- / Who was supporting arts and culture, community connections, impact on health and wellbeing?
- / Who benefited from the arts, new possibilities for public life, and meaning or purpose?

The CAAC identified patterns in the stories by considering three questions:

- / If our strategic plan is successful, which stories would we see more of?
- / How do the stories communicate how the arts contribute to the health and wellbeing of Jackson County residents and economic improvement?
- / What are surprising stories that might represent trends?

The methodology report and stories collected can be found in the [appendices](#).

These discussions further informed the CAAC's vision, key performance areas and strategic priorities to present to the community for consideration.





*Kansas City Ballet*

## *Collaborative Town Hall Meetings*

To broaden the scope of engagement across the county, virtual community conversations were conducted at two critical junctures in the process.

The first was in October 2021. While the story collection and focus groups were providing ongoing insight regarding the importance of arts and culture, this community conversation was designed to provide clarity around the meaning of arts and culture, establish the benefit arts and culture bring to individuals and the community at large, and ask stakeholders what would strengthen the arts and culture community.

A collaborative community conversation methodology was employed to maximize participant dialogue. Such an approach allows each participant to be heard and see their ideas combined with those of other community members.

Participants were divided into small, facilitated breakout rooms to discuss the same question. Ideas from each breakout were captured, synthesized, and distilled for presentation back to the full group. Using the themes identified, participants then engaged in prioritization exercises. Participants in the October community conversation said:

### *Arts and culture*

- /// Fosters connections and breaks down barriers among cultures, generations, and differing perspectives; allows self-expression, self-awareness, and therapy; and enhances quality of life.
- /// Benefits us all building community and relationships, making connections with a diversity of people and culture and having a positive impact on the quality of life for children and students.
- /// Can be strengthened through county leadership ensuring arts is embedded in decision making; arts education is prioritized in schools; and financial barriers to access are lessened.



*The Coterie Theatre*



Art is everywhere, art  
and culture are the life force,  
an outward expression  
of the human experience.

October 2021

Community Conversation Participant



Kauffman Center for the Performing Arts

Most importantly, stakeholders' visions for arts and culture are that Jackson County:

- / Uses arts and culture to bring communities together.
- / Has an environment in which the arts community collaborates, coordinates, and communicates.
- / Recognizes the benefit and positive outcomes arts and culture have on community health and wellbeing.
- / Creates a culture of belonging, recognizing there is a place for everyone in the arts and culture community.

This was critical information used by the Cultural Arts Advisory Committee in establishing a draft vision, key performance areas, and goals – all of which were considered and vetted at a second series of community conversations in February 2022, using the same methodology as was used in October 2021.

At the February meetings, stakeholders considered the five key performance areas and their associated goals. Discussions were conducted according to KPA – accessibility, education, infrastructure, partnerships, and marketing. Participants were asked what would be important to pay attention to in each of these areas. Themes for their responses follow.

- / **Accessibility** Remove financial barriers to participation; bring arts to the community; and focus on the arts in schools.
- / **Education** Prioritize funding, inclusion in the curriculum, and understand that education should outside and beyond the K-12 classroom.
- / **Infrastructure** Engage broad representation in establishing the structure; identify ongoing funding; and encourage partnerships
- / **Partnerships** Build on the partnerships and assets within the Jackson County arts community; identify common goals; and develop relationships beyond Jackson County and the region.

- /// **Marketing** Ensure the benefits of arts and culture are known, continue identifying arts and cultural assets, and market to and for underserved communities.

The feedback by community conversation stakeholders echoed and supported support the goals as identified by the CAAC.

The Collaborative Community Conversation methodology allowed effective engagement of the wider community, contributing to its ownership of the vision and support of its implementation.

---

## Words from Community Conversation participants

*February 2022*



Most people look at art as flat and one dimensional. When the elements are identified, we see how creative we are and can be.

---



Arts education goes beyond school; it's arts integral to many aspects of life.

---



Cast as wide of a net as possible with promoting arts and culture.

---



Everyone is an artist and has the ability to create art in some form; they just need to know that through educational opportunities to explore the arts. Field trips and exploratory learning opportunities like that became the most important parts of my learning journey.

---





## IMPACT INVESTMENT IN ARTS + CULTURE

---

### Mission Support Funding

ArtsKC invests in people, programs and projects that make the arts more accessible, that sustain a vibrant and thriving arts community, and that support traditions of excellence as well as innovation and entrepreneurship in the arts. ArtsKC supports visual, dance, music, theater, poetry, and interdisciplinary art.

Jackson County Impact Funding supported organizations through our Mission Support program, which are general operating support for nonprofit arts organizations with the arts as their primary purpose. Mission Support funding is unrestricted.

*Linda Celeste Sims,  
Kansas City Friends of Alvin Ailey*



---

## Timeline and Process

**July 18, 2021** // Applications opened July 18, 2021, with a deadline of

**August 23, 2021** // Application deadline

- // ArtsKC staff sorted all applications by budget size and divided them into two groups below and above the median amount:  
Group A - small to midsize budget organizations & Group B - midsize to large budget organizations.

**September, 2021** // Evaluation Committee convened to evaluate Group A applications, sending questions to applicants with time to respond.

**October, 2021** // Group A Decision Announcements

**December, 2021** // Evaluation Committee convened to evaluate Group B applications, sending questions to applicants with time to respond.

**December, 2021** // Group B Decision Announcements

**April 29, 2022** // Group A Impact Reports deadline

**May 31, 2022** // Group B Impact Reports deadline

Due to higher than usual fundraising levels, ArtsKC staff applied \$1,000 in additional funds to organizations whose previous fiscal year operating expenses were less than \$500,000. To honor organizations that were determined to be Diverse-Led, another \$500 was added. More detail about Diverse-Led organizations is on [page 28](#).

---

## Review Committees

Dedicated volunteers review applications. Our committees are led by ArtsKC Board members and include artists, art lovers, and other established professionals across disciplines.

### *Group A Evaluation Committee:*

**Chuck McCann,**

*Committee Chair, CPA, CFO*

**Jonathan Doram,**

*Musician and Music Educator*

**Melody Eber,**

*Sr Associate Brand Manager, Russell Stover Chocolates*

**Muenfua Lewis,**

*Brand Strategist and Co-Founder, By Design*

**Jeremy Lillig,**

*Executive Director at Bright Futures Fund*

**Sariah Pinick,**

*Grant Coordinator, Commerce Bank, Charitable Trusts and Foundations*

**Brian Watts,**

*Wealth Manager PGN Financial Services, LLC*

**Madison Zalopany,**

*Director of Community Programs and Partnership, Nelson-Atkins Museum of ArtBest*

### *Group B Evaluation Committee:*

**Kanon Cozad,**

*Committee Chair, Technology Consultant & Arts Patron*

**Glenda Masters,**

*Cultural Arts Manager, City of Lee's Summit Missouri*

**Bety Shackelford,**

*Actor (SAG-AFTRA/AEA), Director of Community Outreach (Cafe Cà Phê), Campaign Manager (Justin Short for KC)*

**James Shackelford,**

*Senior Student Services Coordinator, UMKC School of Medicine*

**Glyneisha Johnson,**

*Poly-disciplinary artist, educator, organizer and community care taker*

---

## Jackson County Impact Funding Recipients

The 2021-2022 Mission Support provided \$255,160 in funding to 51 organizations in our five-county region. The average funding amount was \$5,003.13 and 75% of the organizations that received funding are considered small to mid-sized organizations.

Below are the organizations that received Jackson County Impact Funding.

### *Group A*

ORGANIZATION	IMPACT FUNDING AMOUNT
KANSAS CITY PUBLIC THEATRE	\$3,549
KC JAZZ ALIVE	\$4,883
LANDLOCKED OPERA INC.	\$2,256
NEWEAR, DBA FOR NEW MUSIC INSTITUTE OF KANSAS CITY, INC.	\$4,883
NO DIVIDE KC	\$2,500
PLUG INC.	\$2,000
WATERFIRE KC	\$2,000
TOTAL	\$20,061

*Group B*

<b>ORGANIZATION</b>	<b>IMPACT FUNDING AMOUNT</b>
<b>AMERICAN JAZZ MUSEUM</b>	\$5,500
<b>ARTS ASYLUM, THE</b>	\$6,500
<b>CHARLOTTE STREET FOUNDATION</b>	\$5,000
<b>HEART OF AMERICA SHAKESPEARE FESTIVAL</b>	\$6,000
<b>KANSAS CITY YOUNG AUDIENCES</b>	\$5,000
<b>MESNER PUPPET THEATER</b>	\$6,500
<b>MIDWEST MUSIC FOUNDATION</b>	\$6,000
<b>MUSICAL THEATER HERITAGE</b>	\$5,000
<b>TOTAL</b>	\$57,000
<b>TOTAL FUNDS FROM GROUP A AND GROUP B</b>	\$77,061
<b>AVERAGE GRANT SIZE</b>	\$5,137.40

---

## Diverse-Led

The ArtsKC Staff recommended \$500 in additional funding for the following organizations in honor of the higher levels of diversity in their staff, volunteers, and board of directors. The amounts above reflect the total amount for each beneficiary.

- / The Barn Players
- / No Divide KC
- / American Jazz Museum
- / The Arts Asylum
- / Mesner Puppet Theater



*Kansas City Ballet*

---

## Recipient Summary

### *GROUP A:*

#### **THE BARN PLAYERS**

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

Multidisciplinary Combination

**Attendance / Participation:** 1,043

The Barn Players, Kansas City's oldest community theater, produces quality and affordable live entertainment while nurturing the theater artist in practicing their craft.

#### **KANSAS CITY PUBLIC THEATRE**

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

Theatre

**Attendance / Participation:** 784

Kansas City Public Theatre provides access to the arts through year-round professional theatre entertainment free of charge to the public at locations throughout Kansas City. Be Radical.

#### **KC JAZZ ALIVE**

<https://www.kcjazzalive.org>

Music

**Attendance / Participation:** 1,661

KC Jazz Alive strives to raise the tides that lift all jazz boats. Our vision is to make Kansas City the premier destination for jazz and live music, benefiting Kansas City musicians, audiences, and venues.

#### **LANDLOCKED OPERA INC.**

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

Multidisciplinary Combination - Opera

**Attendance / Participation:** 8,220

The mission of Landlocked Opera Inc is to serve the Kansas City community with quality productions and performers with meaningful artistic opportunities. We believe in Opera for All and seek to improve access to the art form.

**NEWEAR, DBA FOR NEW MUSIC INSTITUTE OF KANSAS CITY, INC.**

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

Music

**Attendance / Participation:** 492

newEar Contemporary Chamber Ensemble is a professional music ensemble performing the work of living composers. We strive to bring Kansas City and the surrounding region the most eclectic, diverse, and cutting-edge creative trends of the 21st century.

**NO DIVIDE KC**

<https://www.nodividekc.org>

Multidisciplinary Combination

**Attendance / Participation:** 924

No Divide KC uses the arts as a vehicle for stimulating social awareness, participation and community building. They create artistic events focused on the stories of underserved and misrepresented communities with local artists and organizations.

**PLUG INC.**

[www.plug.gallery](http://www.plug.gallery)

Visual

**Attendance / Participation:** 0

plug is a curatorial collaboration with the mission of bringing fresh perspectives and conversation to the local cultural community. Our goal is to exhibit challenging new work, initiate critical dialogue, and expand connections of artists.

**QUIXOTIC**

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

Multidisciplinary Combination

**Attendance / Participation:** 5,000

The mission of Quixotic Foundation (QF) is to enable people from all economic backgrounds to experience and learn about the performing arts. We provide unique free performances and educational programming for underserved constituencies.

**WATERFIRE KC**[www.waterfirekc.org](http://www.waterfirekc.org)

Multidisciplinary Combination

**Attendance / Participation:** 0

WaterFire KC seeks to revitalize and draw the community together, provide community arts access, and inspire with large-scale visual arts installations and live performing arts.

*GROUP B:***AMERICAN JAZZ MUSEUM**[www.americanjazzmuseum.org](http://www.americanjazzmuseum.org)

Music

**Attendance / Participation:** 100,000

Located in the Historic 18th & Vine Jazz District, the American Jazz Museum showcases the sights and sounds of jazz through interactive exhibits and films, the Changing Gallery exhibit space, The Blue Room, and Gem Theater.

**THE ARTS ASYLUM**[www.theartsasylum.org](http://www.theartsasylum.org)

Multidisciplinary Combination

**Attendance / Participation:** 3125

The Arts Asylum has been a safe place to create and a staple within the artistic community of Kansas City for over a decade.

**CHARLOTTE STREET FOUNDATION**[www.charlottestreet.org](http://www.charlottestreet.org)

Multidisciplinary Combination

**Attendance / Participation:** 5239

CSF's mission is to identify the needs and fuel the evolution of an ever-changing multidisciplinary arts ecosystem, acting as its primary provocateur. Charlotte Street provides artists with the freedom and resources to take risks and flourish.



## **HEART OF AMERICA SHAKESPEARE FESTIVAL**

<http://www.kcshakes.org>

Theatre

**Attendance / Participation:** 4035

Our mission is to make the works of Shakespeare and Shakespeare-inspired works accessible to a diverse audience through a free, professional, outdoor festival, and additional free and paid performances and educational programs.

## **KANSAS CITY YOUNG AUDIENCES**

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

Multidisciplinary Combination

**Attendance / Participation:** 22235

The KCYA mission is to engage all youth in the arts, promote creativity, and inspire success in education. With philanthropic support and in collaboration with school partners KCYA provides classes, workshops, performances, and residencies for kids.

## **MESNER PUPPET THEATER**

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

Theatre

**Attendance / Participation:** 19724

MPT was founded in 1987 to “inspire communities through innovative puppetry”. Today we are expanding that mission by creating puppetry programs that support the social, emotional, and aesthetic development of young people ages 4-8 and their adults!

## **MIDWEST MUSIC FOUNDATION**

<http://midwestmusicfound.org>

Music

**Attendance / Participation:** 3441

The Midwest Music Foundation unites and empowers the Kansas City area music community by providing health care assistance, education and career development, events and resources.

## **MUSICAL THEATER HERITAGE**

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

Other

**Attendance / Participation:** 23016

MTH is an innovative organization dedicated to the appreciation and understanding of the American musical theater and its contributions to our culture. MTH increases arts access, develops audiences, and employs over 300 arts professionals annually.



## ADVANCING ARTS + CULTURE INFRASTRUCTURE

Building on the progress of the first year of the Jackson County arts infrastructure initiative, ArtsKC presents the following plan to continue to establish deeper support for the arts and culture community throughout the county in year two. This plan and the strategies included are based directly on the recommendations of the year one report.

*Photo courtesy of Melissa Anderson*

---

## Formal Adoption By Jackson County Legislature

The Cultural Arts Advisory Committee recommends the strategic plan as outlined in the year one report be adopted by the governing body and be considered the guiding policy document for investments in arts and culture in the county.

Once approved and adopted by the Legislature, ArtsKC, along with our partners, will begin implementation of the strategic plan, including research and development of a governance structure, continued community outreach and asset mapping, development of a long term strategy around social impact data collection and analysis, the design and implementation of a data visualization tool/dashboard, and the continued disbursement of impact funding.

---

## Creation Of Infrastructure Necessary To Achieve The Community Vision For Arts And Culture

The infrastructure should consider at the least ongoing funding for arts and culture; the type of organization or body necessary to implement the plan; and policy, expertise and other resources to support the efforts.

Under the continued guidance of the Cultural Arts Advisory Committee, and with the support of a governance contractor, ArtsKC will identify a governance structure to ensure continued leadership of and commitment to the arts and culture goals and priorities in the Jackson County arts strategic plan.

Partners Include:

- / Dr. David Renz & Mr. Mark Culver,  
*Midwest Center for Nonprofit Leadership at UMKC*
- / Community Arts Advisory Committee

---

## Continued Community Engagement

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.

The University of Missouri Extension office will continue analyzing, validating, and coding existing asset mapping, as well as growing the arts asset database.

ArtsKC and Rebecca Gillam Phd. will continue gathering social impact data via the “Sensemaking” tool to create a baseline of understanding which we can grow on year after year. With the collaboration of Dr. Gillam and the Mid-America Regional Council, we will create a long term plan to determine arts impact, data collection, and inform our key performance areas. ArtsKC will also be partnering with Americans for the Arts to collect data as part of the sixth Arts and Economic Prosperity Study. Not only will this data collection benefit the AEP6 study, but through the help of a network of community data collectors, the Jackson County data will benefit from the national effort by Americans for the Arts.

Partners Include:

- / Rebecca Gillam, PhD, Data Analyst & Researcher
- / Mid-America Regional Council, Lauren Palmer
- / University of Missouri Extension Office, GK Callahan

---

## 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. Rebecca Gillam will also help establish a long term approach to the collection and analysis of this data, with MySidewalk visualizing the data in an easy-to-use dashboard for the county and the community.

Partners Include:

- / Rebecca Gillam,  
*PhD, Data Analyst & Researcher*
- / Mid-America Regional Council
- / MySidewalk



*Kauffman Center for the Performing Arts*

---

## Impact Investment

ArtsKC will deploy impact funding through our progressive funding program that supports arts organizations and individual artists within Jackson County, and focuses investment toward the unique goals and strategies in the plan.

Partners Include:

- / ArtsKC Community Review Committees

### *Impact Funding Timeline*

Inspiration Support (Individual Artists) FY23 Schedule:

**Fall 2022** // Application Deadline

Mission Support (Arts Orgs) FY23 Schedule:

**October 2022** // Application Deadline

Project Support (All Orgs with Arts Programming) FY23 Schedule:

**December 2022** // Application Deadline

---

## Year Two Budget

PROJECT	AMOUNT
GOVERNANCE STRUCTURE AND LEADERSHIP:	
MID-AMERICA REGIONAL COUNCIL	\$20,000
COMMUNITY OUTREACH AND ASSET MAPPING:	
MU EXTENSION OFFICE	\$10,000
LONG TERM STRATEGY TO MEASURE PERFORMANCE WITH SOCIAL IMPACT AND ANALYSIS: REBECCA GILLAM, PHD	\$20,000
DESIGN & IMPLEMENTATION OF DATA VISUALIZATION TOOL: MYSIDEWALK AND MARC	\$30,000
ARTS & CULTURE IMPACT INVESTMENT: ARTSKC	\$130,000
OVERALL PROJECT LEADERSHIP: ARTSKC	\$40,000
TOTAL FOR 2022	\$250,000

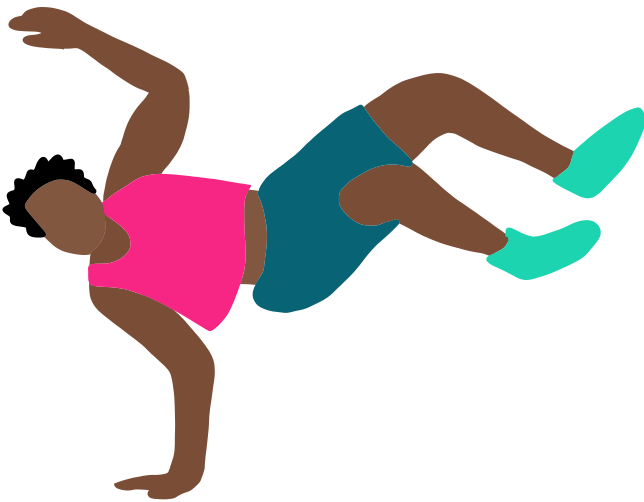


---

## Year Two Deliverables

Building on the progress of the 2021 Jackson County Arts Infrastructure initiative, ArtsKC will accomplish the following 2022 deliverables all toward comprehensive and equitable support for the arts and culture ecosystem throughout the county.

1. Establish Governance Structure and Leadership
2. Continue Community Outreach and Asset Mapping
3. Develop a Long Term Strategy to Measure Impact -
  - A. Social Impact Data Collection and Analysis
  - B. Design & Implement a Data Visualization Tool
4. Deploy Arts & Culture Impact Funding
5. Provide Overall Project Leadership



---

## About ARTSKC

The mission of the Metropolitan Arts Council of Greater Kansas City (dba ArtsKC – Regional Arts Council) is to unleash the power of the arts. ArtsKC was founded in February 1999 to serve as a champion for and voice of the arts community in Clay, Jackson, and Platte counties in Missouri and Johnson and Wyandotte counties in Kansas.

ArtsKC's vision is to build a community of great dreams and vigorous life, where everyone participates in and benefits from the arts. ArtsKC focuses on three strategic priorities to fulfill that mission and vision:

- / Promote the arts for their individual, community, and economic benefits.
- / Support artists and arts agencies with capacity building programs and funding.
- / Advocate for the arts by educating the community, building relationships with government officials, and supporting the development of public funding for the arts.

### Contacts

**Dana Knapp**  
*President and CEO*  
[DKnapp@ArtsKC.org](mailto:DKnapp@ArtsKC.org)

**Branden Haralson**  
*SMGR, Public Policy &  
Government Relations*  
[BHaralson@ArtsKC.org](mailto:BHaralson@ArtsKC.org)

### *ABOUT REBECCA GILLAM, PHD*

Rebecca Gillam, MSW, PhD, has over 20 years of community-based social sector experience, including direct services, project management, and evaluation. She has facilitated and evaluated collaborative work at both the state and local levels. Dr. Gillam has designed and led mixed methods evaluations that capture the process and impact outcomes of community projects. Her work includes community-engaged approaches to health and well-being, addressing trauma and building hope and resilience. She translates research into practice to support effective collaboration. In 2021-2022, Dr. Gillam partnered with ArtsKC to assess the impact of art on health in Jackson County, Missouri, and to inform a strategic plan to guide future arts activities and investments.

### *ABOUT THE UNIVERSITY OF MISSOURI EXTENSION OFFICE*

Through a network of county offices, the University of Missouri solves problems and engages with communities across all 114 counties and the City of St. Louis. MU faculty, staff and elected council members, who live in your community, work with you to identify local interests and issues and then offer relevant programming and resources to meet the unique needs of you and your community. Our job is to partner with communities to find solutions with credible, science-based information that will help you: grow safe and healthy food, build and grow profitable businesses, improve your health and relationships, increase agricultural production, update professional training in business, health and safety, and engage youth as valued, contributing citizens.

### *ABOUT MID-AMERICA REGIONAL COUNCIL*

MARC is a nonprofit association of city and county governments and the metropolitan planning organization for the bistate Kansas City region. Governed by a Board of Directors made up of local elected officials, we serve nine counties and 119 cities. We provide a forum for the region to work together to advance social, economic and environmental progress. MARC is funded by federal, state and private grants, local contributions and earned income. A major portion of our budget is passed through to local governments and other agencies for programs and services. The Mid-America Regional Council promotes regional cooperation and develops innovative solutions through leadership, planning and action.

### *ABOUT THE CULTURAL ARTS ADVISORY COMMITTEE*

The CAAC is a volunteer committee made up of cross-sector community members who were invited to participate in driving and advising the Strategic Planning process throughout its inception and development. The CAAC will continue to serve the project throughout year two, with some member changes.

### *ABOUT THE MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC*

The Midwest Center for Nonprofit Leadership is dedicated to enhancing performance and effectiveness in the nonprofit community through education, research and service.

## *ABOUT MYSIDEWALK*

Your mission is to make your community – and the world, better. Ours is to help you do it. Because when you have the best data paired with poignant storytelling and beautiful visuals, people listen. And change happens. We provide a multi-disciplinary team of expert data wranglers, analysts, storytellers, subject matter experts, project managers, and designers. They'll use their decades of experience in economic development, community building, public health, public safety, transportation, and more, to advocate for your efforts and help tell your story.