

2011

State of Michigan
Council for Arts and
Cultural Affairs

MCACA: Investing in Michigan's Reinvention

A Plan for October 1, 2011 – September 30, 2013

Summary

The Michigan Council for Arts and Cultural Affairs (MCACA or the Council) is a Statewide agency charged with assuring access to and the opportunity to participate in quality arts and cultural programs across the State. In an environment where it is imperative that there is value for every dollar spent, the Council has never been more relevant both as a policy advisor to the Governor and as the statewide grant-maker. Through its efforts, the Council plays a pivotal role in fostering an environment that rewards creative thinking, develops a creative workforce and creates welcoming communities attractive to entrepreneurs and young talent... communities where arts education is valued... places that people call "home." The purpose of this plan is three-fold: 1) to prepare and make the case for the recapitalization and rebuilding of MCACA while continuing to fulfill our grant-making obligations; 2) to provide a blueprint that can inform our decision-making during this transition; and 3) establish the foundation for a comprehensive process and plan for the long-term stability of Michigan's arts and cultural community.

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A WORD ABOUT OUR ENVIRONMENT

Environment: An Amazing Opportunity

Today we have an amazing and broad opportunity to define who we are and what we want to become as a state...to reinvent ourselves.

Currently, State government is working intensely to develop and implement a variety of reinvention strategies. To maximize success in both the near and long terms any reinvention strategy must include arts and culture sector programming and opportunities.

As an example of how the arts are central to establishing an environment and culture of entrepreneurship and innovation, Michigan State University (MSU) researchers Rex LaMoore and Robert and Michelle Root-Bernstein demonstrated statistically that investment in the arts and cultural sector and exposure to the arts dramatically correlate to the success of scientists. (<http://www.ced.msu.edu/reports/ARTSMART%20Report-FINAL.pdf>)

The Root-Bernstein research analyzes the relationship between successful scientists and the arts. Their study shows that Nobel Laureates and other highly feted scientists are between 2 and 25 times more likely than other individuals to have engaged as a practitioner in one or more of the arts (the full gamut of visual, performance and literary arts). They performed a similar analysis and showed similar results with MSU honors graduates in the sciences. (Root-Bernstein, R. S., Allan, L., Beach, L., et al. (2008). Arts foster success: Comparison of Nobel prizewinners, Royal Society, National Academy, and Sigma Xi members. *Journal of the Psychology of Science Technology*, 1(2), 51-63.)

Specifically those who combine the arts and a scientific career:

- 1) have better and more varied observation skills;
- 2) are more likely to experiment; and
- 3) are better able to communicate their discoveries.

Recent press about Steve Jobs made the same observations about his exposure to multiple disciplines and how that exposure translated to his success. (<http://www.wired.com/epicenter/2011/08/apple-liberal-arts/all/1>)

Root-Bernstein's studies also evaluated the impact of arts education on career success for scientists. They discovered that for scientists, exposure to the arts and arts education during grades K-12 has the strongest correlation to such success, though many scientists demonstrating the highest level of creativity have made the arts central to their adult lives.

In addition, the very individuals whom our policy makers are counting on to reinvent the State insist on a life rich with arts and culture. The young talent, our best and brightest citizens, who will be the decision-makers in the future, those individuals who will find innovative solutions and new ideas to make Michigan a dynamic economy again, want vibrant, creative places to live and work. They insist on places where they can engage with artists and quality arts and cultural organizations, places where they can directly participate in arts and culture themselves...places that offer a superior quality of life.

Arts and culture are the bedrock of Michigan's past and future success. We need to infuse our lives with arts and culture to develop, attract and retain talent. This sector is not "a luxury," it is a key ingredient in any reinvention effort.

OUR MISSION, VISION, VALUES AND BELIEFS

Mission

The mission of the Michigan Council for Arts and Cultural Affairs is broad, yet simple:

To encourage, initiate and facilitate an enriched artistic, cultural and creative environment in Michigan.

This Mission Statement has never more important. It clearly frames the purpose of the Council as part of the broader environment in Michigan that strives to reinvent the State. This Mission Statement recognizes the need for a strong creative sector in our State that is fully engaged with many of Michigan's other key sectors including industry, healthcare, education and tourism.

As State government's lead agency charged with developing arts and culture policy and grant-making, MCACA recognizes the need for, and seeks out, a wide variety of public and private sector partners to help fulfill this mission. Our partners provide needed services to the field through collective knowledge, expertise and genuine care for the mission of the Council and the fulfillment of our collective goals.

Furthermore, the Council works to fulfill its mission by serving as champions, advocates and a point of connection and coordination for the field with legislative, corporate and other leaders with an interest in seeing the mission of MCACA fulfilled. The Council also seeks out those other champions, inside and outside the halls of government, in order to give voice to all concerned and to better achieve the Council's mandate and mission. Lastly, the Council serves to advise the Governor concerning the various ways that the arts and support for the arts can integrate with gubernatorial policies and goals, especially in connection with economic development, place-making and education initiatives.

Vision

The Michigan Council for Arts and Cultural Affairs envisions a time when:

- A dynamic and creative Michigan will attract and retain young people and entrepreneurs capable of producing new and diverse works for an even more diverse population. They will help to create a new Michigan environment of innovation.
- Michigan arts and cultural organizations are fully engaged in making their communities more vibrant places to live, work and play and the lives of the citizens in those communities better and fuller.

- Michigan citizens, urban, rural or suburban, rich or poor in every corner of Michigan, young or old, able bodied or challenged, have more opportunity to experience and/or participate in artistic and cultural creation.
- Dollars invested in the arts and cultural sector will enhance not only the quality of life in Michigan but will also support the entrepreneurial spirit of our citizens, increase the number of dynamic graduates and sustain our sector's jobs.
- Michigan is once again a regional and national arts and cultural leader, recognized for the quality of our organizations and the quality of the programs and projects they produce.
- Policy-makers will no longer question if promoting, supporting and expanding the creative industries pays off, they will assume it.

Values

MCACA is guided by a set of values that serve to strengthen the Council's commitment to facilitating the delivery of quality services to people and communities statewide. We use these values help to keep our focus on our mission.

The Council holds that in a dynamic state:

- Arts and culture must be available for all people... everybody in, nobody out
- Arts and culture are critical elements of our future quality of life: economically, individually and communally
- Arts education and arts in education are central to a complete education
- Arts and culture are central to human communication and collaboration among individuals or groups, domestic and foreign

Beliefs

The Michigan Council for Arts and Cultural Affairs is guided by a broad set of related beliefs that are informed by our values and are directed by our vision. MCACA also has a set of beliefs, or better, recognizes certain facts that are influenced by present day circumstances. These more narrow beliefs must inform our near term goals as well as our day-to-day decision-making over the next two years.

MCACA BROADLY BELIEVES THAT:

- Government has an important and continuing role to play in ensuring public access to arts and culture statewide. As a government agency, it is MCACA's responsibility to help fulfill that governmental role of providing access to quality arts and cultural projects, programming, and educational opportunities to Michigan citizens
- Michigan's arts and cultural organizations and their employees are central to the revitalization of our economy

- Michigan’s arts and cultural organizations are central to any successful place-making strategy, in a neighborhood, in urban, suburban and rural communities, in a region or Statewide
- Children with the opportunity to experience and/or participate in arts and cultural activities are better prepared educationally for better careers and to create jobs themselves
- Quality arts and cultural organizations and programming enhance Michigan’s status and image regionally, nationally and internationally
- A strong arts and cultural sector better positions Michigan to:
 - compete in a global economy
 - attract and retain talent and investment
 - foster entrepreneurship
- A strong state arts program equals a stronger statewide arts and cultural sector

MCACA BELIEVES THAT GIVEN THE PRESENT CIRCUMSTANCES:

- The present level of funding promotes an unhealthy fragmentation of the field and will give rise to more efforts to fund specific organizations through line-item appropriations. Instead of enhancing a creative culture, this environment is to the detriment to small organizations less able to position themselves politically in Lansing, to comprehensive strategies, to efficiency and to the ability to effect change statewide.
- The Council must address its current operational structure, its grant-making and policy roles, including becoming more integrated within the operations of the Michigan Economic Development Corporation
- We are poised for increases in funding as soon as FY 2013
- The Council needs to rebrand itself to communicate its relevance to the State’s reinvention plan
- We need to be prepared to introduce new programs that focus on the arts and culture’s role in place-making and economic development, even before there is funding to sustain the programs and to continue programs that support arts education
- General operating support is still the primary need of the field
- The State needs to increase its investment in arts education
- The arts and cultural field looks to the Council for fair and equitable distribution of grant funds statewide
- The Council needs to discuss ways in which its grant-making to the field can be deployed to reach and support a wider range of creative industries and workers.
- Large and small urban, suburban and rural organizations hold equal value to MCACA
- The Cultural Data Project will help demonstrate the economic value of the arts and cultural sector to decision-makers in Lansing
- Further use and broader dissemination of research, such as that of Michelle and Robert Root-Bernstein and Rex LaMore, will help demonstrate the value of arts education, arts and cultural experience and participation in developing a creative and innovative workforce

Goals: In the Near Term

In order to address our functions of stewardship and grant-making it is important to acknowledge the fact that the environment, especially the economic environment, in Michigan has changed. Therefore MCACA must set goals to see us through the next couple of years while we prepare for what may be a total reinvention of MCACA as a State Arts Agency.

These near term goals will allow us to make informed decisions concerning grant-making and to better position us for the possibility of major transformation, including increases in State support.

NEAR TERM – IN THE NEXT 18-24 MONTHS

1. Adopt updated program emphasis to include:
 - a. Place-making / quality of place
 - b. Community engagement / attraction and retention
 - c. Educational opportunity and impact
2. Shift our focus from one of survival to one that showcases the value of money invested in the arts and cultural sector, and prepare for an increased role in the bigger State policy picture
3. Increase professional capacity of arts and cultural organizations through grant-making to:
 - a. Address staffing needs
 - b. Create new business models (spin-offs, collaboration, revenue development)
4. Increase arts education research/data collection
5. Increase marketing efforts
 - a. For the field
 - b. For MCACA
6. Support a “Signature Event” projects program
7. Increase funding for grants consistent with other goals
8. Address MCACA capacity and integration with MEDC resources and goals

Near Term Goals

1) Adopt updated program emphasis to include:

- a. *Place-making / quality of place*
- b. *Community engagement / attraction and retention*
- c. *Educational opportunity and impact*

Why is this goal important?

As Michigan works to reinvent itself, a key factor in any strategy will be to convince the world our State is a remarkable place in which to do business and find talent, be it a for-profit or not-for-profit business. We must show that Michigan is outstanding for families, that it is a vibrant and fun place for young people and that it is a modern State, looking for the cutting edge. In essence, the world needs to see and experience Michigan's excellent quality of life.

This type of change will not happen fully if Michigan's arts and cultural community isn't fully engaged, supported and sustained. Although Michigan's arts and cultural organizations have for decades been key contributors to these efforts, they have not been a central part of the State's reinvention effort until now. Supporting and leveraging arts and cultural organizations are vital to the planning or attraction/retention efforts of policymakers and other funders.

What will we do to achieve this?

- MCACA will change its guidelines and review criteria so organizations can effectively showcase their place-making and quality of place strategies, programs and projects
- MCACA will seek out partnerships within MEDC and with other State government departments and agencies to align our programmatic efforts with their efforts, while identifying and expanding possible funding opportunities
- MCACA will support arts education projects and redouble its efforts to partner with the Michigan Department of Education on providing meaningful arts education experiences
- MCACA will seek out partnerships with non-traditional partners that have an interest in place-making, especially from the capital improvement side of the equation
- MCACA will increase the support and visibility of the New Leaders Arts Council of Michigan, Community Engagement program

Results

- Michigan is seen as a state that is welcoming, full of many quality places one could call "home"
- Michigan's arts and cultural organizations will be better able to document how they impact the quality of their communities and make their communities "a place to be"
- The Michigan Economic Development Corporation and other State departments incorporate arts and cultural organizations in their Requests for Proposals for their place-making or community engagement funding opportunities
- New partners emerge to work with MCACA on arts and cultural infrastructure and capital improvement projects
- The Michigan Department of Education partners with MCACA to initiate and distribute new research and adopts new arts education policies based on the MCACA Arts Education Policy Forum

Near Term Goals

2) Shift our focus from one of survival to one that showcases the value of money reinvested in the arts and cultural sector and prepare for an increased role in the bigger State policy picture

Why is this goal important?

In recent years when Council members and staff approached policy-makers it has been to stave-off elimination. With a new Michigan economy gaining ground, Council members will identify and interact with those leaders who are in position to understand the nexus between a thriving arts and cultural community and our collective goals for the revitalization of Michigan's economy. It is imperative that the Council clearly articulates that to reinvent Michigan, we must invest in the arts and cultural community and deploy these resources broadly to achieve the State's goals.

What will we do to achieve this?

- Council members and staff will build direct relationships with traditional and non-traditional service organizations in order to broaden their understanding of the critical role arts and cultural organizations play statewide, in achieving the State's reinvention goals, such as:
 - Michigan Municipal League
 - Michigan Townships Association
 - Small Business Association of Michigan
 - Michigan Association of School Boards
 - Michigan Association of School Administrators
 - Michigan Economic Developer Association
 - Michigan Licensed Beverage Association
 - Michigan Grape and Wine Industries Council
 - Michigan Beer and Wine Wholesalers
 - Michigan Restaurants Association
 - Michigan Manufacturers Association
 - Chambers of Commerce
 - Business Leaders for Michigan
 - The Center for Michigan
- Council members will continue their direct contact with the Governor and legislative leaders
- MCACA will shift grantee reporting to showcasing the value of money invested in the project or program

Results

- Council finds new champions who understand and promotes the role of arts and culture in reinventing Michigan
- Council finds new legislative champions to assist with arts and culture related legislation, including recapitalizing the arts and cultural sector
- Council finds new champions to help in the effort to establish a creative environment, build a creative workforce and significantly enhance arts education programs

Near Term Goals

3) Increase professional capacity of arts and cultural organizations through grant-making to:

- a. Address staffing needs**
- b. Create new business models (spin-offs, collaboration, revenue development)**

Why is this goal important?

Any effort as Herculean as the reinvention of a state must take into account the capacity of those businesses, for-profit or not-for-profit, needed to produce the necessary changes. Nearly every sector in Michigan has lost capacity and this is especially true in the arts and cultural sector. The Council and the State need to give serious consideration to the working capital, professional development, staff and infrastructure needs of the field so they are able to play a key role in revitalizing our State's economy, fostering creative industries and developing a dynamic, innovative workforce.

What will we do to achieve this?

- MCACA will continue to offer operational support grants to arts and cultural organizations
- MCACA will seek out partners, public and private, willing to support an organizational development program
- MCACA will seek out partners in support of new business models or business incubators within the arts and cultural sector
- MCACA will seek out partnerships to expand professional development institutes, including those for arts educators

Results

- Job loss in Michigan's arts and cultural community will halt and opportunities will begin to increase
- New and innovative business and funding models will emerge within Michigan's arts and cultural community
- New partnerships, including interstate and international, will emerge in support of increasing the professional expertise of the arts and cultural field

Near Term Goals

4) Increase arts education research/data collection

Why is this goal important?

A key factor to the development of a diverse and skilled workforce is the opportunity to experience and/or participate in arts and culture. If the youth of Michigan are to compete on the international stage, they must be inspired thinkers, dreamers, inventors, and innovators, all traits that can be nurtured through arts education. The Council also understands the role arts education plays in keeping at-risk children in school, as well as arts education's place in fostering critical thinking skills necessary for student success.

Yet, even though the national evidence for this is clear and compelling, the anecdotes continue to come into the MCACA office about the demise of arts education opportunities due, for the most part, to our struggling economy. MCACA has experienced this directly through the response to the Bus Grant program which provided up to \$500 for transportation costs for schools to visit our grantee organizations. The demand for even this meager sum was overwhelming. The slide will continue until we restore arts education. We need to discover the exact condition of arts and cultural education in Michigan before we can address needs through programming.

What will we do to achieve this?

- MCACA will continue to support arts education projects, to the best of its ability
- MCACA will seek out and support an arts education partnership to assist in education research in order to make the case for increased support and to assist with grant programming
- MCACA will work with State partners, such as the Michigan Department of Education, to support more pilot research projects to track the impact of arts and cultural education on the professional life of scientists, technology professionals, engineers and math-based careers
- MCACA will use gathered data to seek out partners to assist in funding arts and cultural education programs and projects

Results

- MCACA has accurate and up-to-date data and benchmarks on the Statewide investment in arts education through our census/research efforts and builds from there to achieve our goals
- MCACA will discover the exact condition of arts and cultural education in Michigan as a first step to addressing needs through programming
- Large and small businesses have fully educated and creative individuals for their workforce
- Michigan's image is enhanced as a State concerned with educating the whole child prepared for the 21st century
- Lifelong arts and culture related learning opportunities increase in Michigan

Near Term Goals

5) Increase marketing efforts

- i. For the field
- ii. For MCACA

Why is this goal important?

Michigan has incredible arts and cultural organizations and opportunities, but too few people know about them. We have already begun to partner with Travel Michigan in support of its “Pure Michigan” campaign, specifically, the out-of-State leisure tourism for arts and cultural organizations.

Likewise, term limits in Michigan have created an atmosphere in which MCACA is no longer widely known for the work it does. The work of the Council needs to be more broadly recognized by new legislators and the public if we expect to gain increased understanding of the key role the arts and cultural field plays and support for that effort.

What will we do to achieve this?

- MCACA will continue to expand Travel Michigan “Pure Michigan” partnership
- MCACA will continue to expand Public Broadcasting grants in order to recognize the work of the arts and cultural field
- MCACA will expand current acknowledgment requirements to include not only letters to legislators if an organization receives an award, but to also require that legislators are informed when an organization makes application to MCACA
- MCACA will create new/expanded branding for MCACA in alignment with Governor Snyder’s agenda, including a new logo and/or new name etc.
- MCACA will pursue important national and/or regional arts and culture related conventions and conferences to encourage them to locate their events in Michigan
- MCACA will increase collaboration and coordination with the MEDC on promoting quality of place to prospective Michigan businesses, investors, and talent.

Results

- Leisure travel to arts and cultural organizations in Michigan will increase
- Michigan’s reputation as an arts and cultural destination will be enhanced
- Legislators and other policy-makers will become familiar with the work of the arts and cultural organizations in Michigan and their role in economic revitalization, as well as the work being done in arts education
- Michigan citizens will have a better idea of how their tax investment in MCACA is contributing to their lives, opportunities and prosperity
- Michigan plays host to a major, national arts conference
- Michigan is better positioned to attract and retain young talent, creatives and investors

Near Term Goals

6) Support a “Signature Event” projects program

Why is this goal important?

With the growing success of ArtPrize in Grand Rapids, other communities are looking to develop their own version of the model. The Council feels it would be a worthy goal to pursue additional funding to support these efforts and perhaps position Michigan as the art event State.

What will we do to achieve this?

- MCACA will collect information to see if a need for a Signature Event program exists
- MCACA will partner with the Michigan Festivals and Events Association to provide professional development to its client base and help publicize events currently in place

Results

- Michigan begins to position itself as a State with major arts and cultural events happening year-round
- Communities see sustainable art and cultural events as a tool for community engagement and reinvention

Near Term Goals

7) Increased funding for grants

Why is this goal important?

The Michigan Council for Arts and Cultural Affairs is still an important part of our grantees operating support and fund-raising/leveraging strategies. Now is the time to seize the opportunity to enhance Michigan's image by reinvesting in the arts and cultural sector which has a proven value for the money invested.

As a result of the combination of the downturn in the economy, general reductions in support for arts and culture from the State, corporations, foundations and wavering individual support, this important sector is grossly under-resourced and help is needed immediately. Further, reinvestment at the State government level would help to facilitate a renewed confidence in the arts and cultural sector and encourage other funders to reinvest as well. Without this reinvestment, the reinvention of Michigan will not be fully realized.

What will we do to achieve this?

The Council firmly believes that the best, the fairest and most transparent method of funding Michigan's arts and cultural sector is through the State general fund appropriation for state-wide, competitive grants. However, finding funding opportunities and support for Michigan's arts and cultural organizations need not always be directly through MCACA grant-making. The Council commits to:

- Work with the Governor, the legislature and legislative leadership to increase the general fund appropriation for MCACA grant-making
- Partner with other Statewide, regional and national groups to ensure continued advocacy for increased State and federal funding
- Work with other funding partners, local, State, regional and national, willing to enhance MCACA grant-making or take a direct role in providing funding opportunities for arts and culture, including arts education projects and programs
- Find partners willing to provide opportunities to better enable arts and cultural organizations, and MCACA, to seek funding outside of the State general fund
- Utilize the Michigan Cultural Data Project to demonstrate the case for increased support by illustrating the value for money aspect of this sector

Results

- Michigan's arts and cultural organizations restore lost jobs and programs
- Michigan's arts and cultural organizations create new and innovative programming which connect to the Governor's reinvention goals and encourage the development and location of entrepreneurs and creative industries in Michigan
- Michigan's arts and cultural sector sees the growth of new and emerging organizations
- Michigan's arts and cultural organizations and educational institutions increase their commitment to the provision of quality arts and cultural experiences for our young citizens
- Michigan's reputation for supporting a vibrant arts and cultural sector, inclusive of immigrant communities, is augmented, better positioning us to compete regionally, nationally and globally

Near Term Goals

8) Address MCACA capacity and integration with MEDC resources and goals

Why is this goal important?

To engage the arts and cultural field across Michigan in its reinvention strategies and provide all of its citizens access to the arts and cultural opportunities --- which will lead to productive businesses, careers and lives --- the State will need to properly staff and resource the agency.

What will we do to achieve this?

- MCACA will work with the legislature, legislative leaders and the governor to increase funding for MCACA administration and programs
- MCACA will work with MEDC to provide more staff and other resources dedicated to leverage MCACA operations
- MCACA will use federal monies from the National Endowment for the Arts for grant administration
- MCACA will seek partners to take over the administration of some MCACA grant programs, such as the Bus Grant programs.
- MCACA will consider other models to disseminate grant monies

Results

- MCACA programs continue to reach into every region of Michigan, providing opportunities for access to quality arts and cultural programming to all Michigan citizens and will be integrated with other economic development and education dollars
- MCACA will continue to provide fair geographic distribution of tax-payer funded grants
- Program offerings will increase
- Technical assistance opportunities for grantees will increase
- Oversight of the MCACA grant-making will be enhanced
- The goals of the Council's plans are fully achieved

Evaluation

The Michigan Council for Arts and Cultural Affairs is fortunate to be able to partner with the research team at the Michigan Economic Development Corporation. This team has been evaluating the success of economic development programs for the State of Michigan for many years. The research team has agreed to create satisfaction surveys and to track the success of our stated goals....from our point of view and from our grantees' point of view.

The information gathered by the MEDC research team, coupled with data gathered through the Michigan Cultural Data Project and the exciting possibility of new research partners, should provide us with much-needed and robust information to share with the field and our State's policy-makers.

We will continue to use our normal methods of evaluation as well by tracking application numbers, performing programmatic on-site visits and providing technical assistance.

Addendum --- Back to the Future

Goals: The Long Term

The long term goal of any government agency is to support its citizenry. In Michigan, that means ensuring our place as a vehicle to accomplish State goals. It means being prepared to implement the necessary programs to help establish an arts-infused economy.

We believe the State is now poised to embrace an arts and culture infused economic policy AS A CRITICAL ELEMENT in the reinventing of Michigan. The Council is excited to be a partner with other leaders to develop and adopt a new approach to arts funding that leverages resources from across state government. Discussions have already begun to bring together the boards of all the arts and culture related, State-wide service groups, associations and government agencies, to plan an arts “constitutional convention” that may well change the very essence of the State arts agency in Michigan. Some examples of possible goals are listed below.

LONG TERM – FY 2014 TO FY 2020

Potential Long Term Goals

1. Shift from only making direct grants to providing more services
2. Create sustainable incubator programs
3. Support residency programs as a community engagement strategy
4. Work with the Michigan Department of Education to enhance teacher certification requirements to include more art-based credits, especially for elementary teacher certification
5. Support residency programs as an arts education strategy
6. Explore providing more creative capital strategies, loans versus grants
7. Work with for-profit, as well as not-for-profit, organizations
8. Enhance Michigan’s image-making strategies
 - a. Adopt a strategy-based Capital Improvement Program
 - b. Establish a public art program partnership with other funders and corporations
 - c. Develop a Land Bank partnership for “Artist Residencies Neighborhoods” working with other State agencies, local units of government and other interested associations

Potential Long Term Actions

1. Host an arts and cultural constitutional convention to establish long-term needs, rights and responsibilities and possible future of MCACA, including the possibility of becoming more of a service agency versus a grant maker
2. Work with the New Business Team of MEDC to establish an arts and culture incubator program funded outside the granting process
3. Target specific communities with the Michigan Land Bank with significant returned residential properties for the development of residency neighborhoods, supported outside of granting process
4. Create a funding mechanism, community or other foundation based, to support the public programming of for-profit organizations
5. Explore partnerships with MEDC, the Non-Profit Finance Fund and Michigan Arts Affinity group to support arts and culture infrastructure needs
6. Explore the possibility of establishing a public/private partnership for a new public art program

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Note: please update your database to reflect our new mailing address and email addresses.

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