ST. LOUIS ARTS CHAMBER

Art Lots Project
PROGRAMMING
Project Summary

The St. Louis Arts Chamber’s Art Heals Violence Art Lots Project is an ambitious effort to connect 7 historically underserved neighborhoods with the City’s newly developed Greenway and the current art centers on either side as well as to the south, integrating the area into the heart of St. Louis. Expanding upon a vacant lot redesign completed this year, the project employs artists to collect public input via surveys, pop up events and interviews to include in redesigning vacant lots adjacent to the Greenway into parks that will host cultural events, sculpture and other arts while meeting the needs of residents.

The project supports artists and high-risk neighborhoods, develops their businesses, responds to the neighborhood heritage, offers training opportunities for youth, and increases access to the arts for their communities along the newly developed Greenway, addressing issues of crime, violence, and decreased property values.
Jim Crow laws, redlining, traffic flow projects, and the destruction of Mill Creek Valley, among other developments in the 20th century led to the subsequent displacement of African American residents to the seven neighborhoods north of Delmar in St. Louis and dispersed individual and family relationships through the loss of shared cultural experiences. Today St. Louis remains one of the most segregated and violent cities in the US, especially north of the Delmar Divide.

With 30% of the lots in North St. Louis vacant and the documented increase in crime associated with vacant lots, the Arts Chamber and the neighborhoods have identified 32 vacant lots adjacent to the Great Rivers Greenway Project. The neighborhoods have identified the need to rehabilitate vacant lots to decrease crime and increase property values while expressing the desire to create greenspaces to house art installations, music venues and more thus connecting the area to the two arts centers on either end and to the south creating a 6-mile arts corridor.
Target Audiences

The intended audiences include the community residents, planning professionals and others. The city vacancy collaborative views this strategy to prevent vacancies by investing in neighborhoods and residents are interested in a clean and decent neighborhood. The city is interested in including the critical and effective role of the arts in policy making and implementation but needs to see it in action.

The population of North St. Louis as a whole, which is predominantly African American, and still more specifically the residents and businesses along the Greenway on the Hodiamont Tracks and Delmar Divide are an audience to demonstrate that previously neglected neighborhoods in the core of the city can be revitalized and are key to the renaissance of the region. The program is also targeted toward incorporating residents from other neighborhoods in the metro area, especially the patrons of the arts. The program is a model to be replicated in other neighborhoods.
The Call for Artists

The Arts Chamber has a call for artist with priority for artists residing in underserved areas. It is currently working with artists residing in the neighborhoods in redesigning a vacant lot elsewhere.

A jury of residents, policymakers, artists and landscapers will select the artists. The selected artists will redesign at least one vacant lot that backs the Greenway for each neighborhood.

- Artists create pop up events, surveys and Story Corps style interviews to collect resident input throughout the project.

- Once data is collected, artists, in consultation with policy makers, landscapers and other specialists, create multiple potential designs for the property for additional resident input.

- These designs are then refined for final drafts by architects for permitting and the installation phase. These designs not only include the lot itself but also art work or venue considerations to include on the property. Such artistic endeavors as a memorial “greenhouse” to celebrate the history of the area, inclusion of oral histories into some of the artworks, sculptures, natural playscapes, music venues and more have been included in resident wish lists.
Artist Call and Selection: Recommendations

- Be clear in the call for artists about the scope of work, i.e. a year-long “fellowship” or “residency” about focused on using their artistic practice to activate the space and the imagination of community members, to develop their vision of what kind of park / programming they want in their neighborhood; NOT a traditional “commission”.

- Consider structuring the artist engagement (and fees) in multiple phases, including a first that is focused on research and development of the project concept, and a next that is about implementation; ideally with a chance for community members to provide feedback and “approval” of plans before the implementation phase.

- Offer opportunities for artists to become more familiar with the neighborhood history and dynamics: a potential “information session” prior to deadline for artists interested in responding to the call; an orientation / retreat for artists after they are selected (before lot assignments are finalized); possibility of scheduling a walking tour and/or discussion with local leaders at either or both of those times.

- Placing priority on artists with existing relationships to the neighborhood/s, including artists who may not have formal artistic training or established careers in the arts:
  - Ask community contacts to help develop a short list of artists to invite to respond, even if it is an open call process.
  - Use phrases like “artists and creative leaders”; and emphasize a broad definition of artists, in terms of disciplines and different forms of training or practice, to make the call as inclusive as possible.
  - Assemble a selection panel that includes neighborhood leaders and community members as well as individuals who have experience in the arts sector.
  - Ensure that the review criteria includes evaluation of the artist’s relationship to the neighborhood/s, and their experience facilitating or working on community projects.
Community Engagement

The Arts Lots Project requires community engagement at all levels.

While the Arts Chamber is young, it has extensive partnerships and its director decades of experience in business, arts, and public policy. We just completed Bicentennial ArtFest with the partners.

**Partnerships include:** organizations such as the St. Louis Association of Community Organizations, Engineers Without Borders, LRA, MSD, Master Gardeners, Missouri Humanities Heritage Project, AmeriCorps, Sam Fox School of Design at Washington University St. Louis, St. Louis Public Schools, neighborhoods themselves, artists residing in the neighborhoods. Leaders of all seven neighborhoods are participating in the project specific to their area. Artists from the neighborhoods are priority. Resident input at all stages include online and written surveys, pop up events, interviews and community meetings. This is a model we have used successfully to develop an art park in one of the neighborhoods, though it is not adjacent to the Greenway.
Community Engagement: Recommendations

- Consider hiring a Project Manager and a team of Site Coordinators to supplement the role that Sandy will play with a % of her time as Executive Director, and the partners and volunteers that she has identified.

- Invest in growing the partnership of the Seven Together leaders.

- Invite the Seven Lady Leaders to help identify and encourage artists to respond to the call.

- Create 2-3 ambassadors to represent the program to residents, public and funders.

- Ask them to play a role in shaping and/or leading the potential “information session” and orientation / retreat.

- To encourage participation in regular meetings and activities, consider providing meals, childcare, and a potential honorarium for the time and expertise that individuals are contributing.

- Identify longer-term institutional partners, such as the Master Gardeners Association, whose mission includes maintenance of parks; to provide the ongoing service and infrastructure that local volunteers can choose to plug into.
Desired Impacts and Outcomes

The Violence Prevention Commission (VPC) was so impressed with the St. Louis Arts Chamber grant that it will become their standard for re-designing lots. Desired impacts and outcomes include:

- Demonstrate to VPC and other Grantmakers that inclusion of art in public policy makes sense.
- Demonstrate that art can be defined in many ways and can be very personal -- not just the thing hanging over a couch, but also a concert series in the park or a street dance contest, or a place for a local neighborhood to come together and tell stories.
- Effect the arts community by pulling the corridor (including the Seven Neighborhoods) together with ongoing arts programming.
- Social impact in neighborhoods: how the greenspaces are used more by residents and visitors to celebrate the history and heritage of the area.
- Decrease in crime and increase the resident perception of safety.
- Increase in property values.
- Increase businesses and job development in the area.
- Address community concern around vacancy, by decreasing vacant spaces.
- Fostering local cultural development, elevating neighborhood stories and history to make the community a point of destination.
- Increase public investment (and private investment).
- Provide vocational training and experience for secondary students, by way of internships.

There will probably be at least 2 “layers” of evaluation: data that can be collected from City records, police reports, realtor associations, etc.; and feedback from stories and/or surveys of neighborhood residents and students.
MARKETING AND OUTREACH
Building Profile with Institutional Marketing

Overall Positioning: The Art Lots Project is an act of reclamation and rejuvenation, in which displaced communities rediscover their roots in North St. Louis, using creative placemaking to reduce crime and create economic prosperity.

- Clarify the project identity as “St. Louis Art Lots Project”. It was previously referred to with a series of nested initiatives (Seven Together Along Delmar, Art Heals, Vacant Lot Redesign).

- Art Heals Ambassadors – select 3 high-profile individuals who agree to endorse the project over a 1 yr. term
  - Major figures from sports, entertainment, authors, scholars
  - Attend press events / photo ops
  - Promote project highlights on social media
  - Allow use of their image in promotional materials
  - Re-write history to tell the story of displacement

- 7 ‘Lady Leaders’ help to disseminate key information to build profile and credibility in each neighborhood

- Use artist pop-up events to create community awareness

- 3-4 visioning videos, featuring 3D modeling and ‘fly throughs’ of future site designs (partner with HEC-TV)

- Design an artist rendered ‘vision map’ which illustrates the entire arts corridor, when complete

- Video interviews with civic leaders and community members

- Aim for 1 press article every month, and coverage in a major outlet every 2-3 months
  - Major Newspapers, breakfast TV, architecture/urban renewal/historical blogs
Institutional Marketing, Project Highlights

Select 6 major highlight moments, selected to convey a sense of excitement and momentum about the project. Possibilities include:

- Announcements of major funding awarded
- Release of site designs
- Groundbreaking of each site
- Donor + Community social/cultivation events
- Announcements from Art Heals Ambassadors
- Major performances
Project Highlights Calendar

A series of intentionally selected highlights over the next 18 months designed to amplify excitement around key moments of the program’s development:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>Spring, 2022</td>
<td>Announce Project and introduce concept designs</td>
</tr>
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<td></td>
<td>Call for Design Partners/Announce Design Partners</td>
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<td></td>
<td>Announce grants awarded</td>
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<td></td>
<td>Announce Additional Partners as added</td>
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<tr>
<td></td>
<td>Announce completion of initial lots</td>
</tr>
<tr>
<td>August 30, 2022</td>
<td>Announcement of Selected Artists to create artwork</td>
</tr>
<tr>
<td>October 31, 2022</td>
<td>Announce Completion of Additional Lots</td>
</tr>
<tr>
<td>Spring, 2023</td>
<td>Announce Completion of Additional Lots</td>
</tr>
<tr>
<td>Summer 2023?</td>
<td>Announce arts programming along the Greenway</td>
</tr>
<tr>
<td>October, 2023</td>
<td>Announce Completion of Additional Lots</td>
</tr>
<tr>
<td>December, 2023</td>
<td>Final Report</td>
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</tbody>
</table>
Focus on a Select Group of ‘Game Changers’

Rather than try to change the minds of many, we can focus on building credibility and excitement with a group of 20-30 individuals with the influence or resources to take our project to the next level. This could include:

- Major funders
- Local government officials
- Urban planners
- Leaders of community organizations (faith, sports, arts, etc.)
- Project partners supplying major in-kind support (e.g. business owners, program delivery partners)

These individuals will receive special ‘high touch’ attention with regular updates on project progress, based on our highlights calendar.
Community Outreach & Affinity Marketing

• Create formalized affinity marketing partnerships with 4-6 organizations with substantial networks:
  • E.g., churches, schools, community centers
  • Agreements should include the specific ways in which partners will disseminate messaging on their platforms, and what we will provide partners in return.

• St Louis Arts Chamber has limited direct access to community participants on its owned platforms (email, social media, etc.)
  • Participation at events will be driven by coordinated email and social media messaging campaigns, in which content will be authored by SLAC, and published by both SLAC and by affinity marketing partners.
  • Request basic open rate and click through reports from partners, where available.

• Community Liaisons (7 Lady Leaders) serve as information conduits about upcoming events and to drive participation in each neighborhood.

• Interviews with community members (‘Story Corps’ technique) are a vital outreach platform

• Host ‘town hall’ style events to share updates and solicit community feedback.
  • Strengthen case for support with statements from community members.
FUNDRAISING
Case for Support

The Art Lots project is an act of reclamation and rejuvenation.

Nearly 200 years of history and countless businesses, churches, and homes were slated for demolition in the 20th Century at the behest of St. Louis voters to create an expressway and other urban renewal projects.

Mid-century Mill Creek Valley was a thriving African American community, with 18,000 residents displaced in the name of ‘urban renewal’. The Seven Neighborhoods became home to those residents. Today 30% of lots in North St. Louis are vacant. These visible scars of the area’s difficult history had led to a documented increase in crime. Art Heals is a community-led creative placemaking initiative in which artists partner deeply with a coalition of community members to transform 32 forgotten urban spaces into vibrant neighborhood gathering places.

The Art Lots Project supports a citywide effort underway to reclaim vacant lots north of the ‘Delmar Divide’. Based on the success of the project pilot in which 5902 Clemens Ave was transformed into an art park, the St. Louis Violence Prevention Commission is considering this project a potential model for future reclamation efforts.

Art is a powerful catalyst for social well-being and economic growth. This project is expected to reduce crime, increase foot traffic to nearby businesses, stimulate pride and a sense of safety among residents. When fully realized the project will create a six-mile arts corridor to re-define the area as a destination, stimulate future private sector investment, and raise property values.

*The project is expected to cost $2.5M ($75k per lot)*

$--/?% of funds have been raised/ matching incentives / seed funders

Call to action
Fundraising, Overall Strategy

- Use pilot lot as proof of concept
- Maintain sense of momentum with highlight moments
- Make voices of constituents present in fundraising communications
- Government and foundations to form 75-85% of revenue
- Individuals and small businesses to fund remaining 15-25%, probably heavily in kind.
- Project budget should capture substantial in-kind partner contributions
- Use credibility of major partners and ambassadors
Fundraising, Individuals

- Form giving circles around select lots
  - 5 couples/individuals willing to donate $2,500, OR
  - 5 small businesses willing to donate $2,500; engage with the 'Makers District'
  - 1 title underwriter willing to donate $15,000
  - This group receives a curated cultivation path to understand the development of each lot design/build.

- Consider a crowdfunding campaign at a moment of peak visibility

- Host cultivation events with donors and community members
  - BBQs hosted by adjacent small businesses or residences (e.g. Church held Grill to Glory)
  - ‘Tailgate’ parties in vacant lots
  - Bus Tours

- Determine donor motivations: Mission, Access, Social, or Status?
  - Anecdotally, the project seems to attract Mission and Socially motivated donors.

- Structure campaigns to align with exciting moments in the project’s development
# Fundraising, Prospect List

<table>
<thead>
<tr>
<th>Prospect</th>
<th>Affinity/interest</th>
<th>Estimated Capacity</th>
<th>Cultivation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Doe</td>
<td>business owner near lot 2</td>
<td>$10,000</td>
<td>• Invite to launch event in spring 2022</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Share preliminary designs for pilot lot in Dec, 2021</td>
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<tr>
<td>Marsha Clark...</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Jim Edwards...</td>
<td></td>
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<tr>
<td>Jim McKelvey</td>
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<td></td>
<td></td>
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<tr>
<td>Doug Auer</td>
<td></td>
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<tr>
<td>Regional Business Council</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Contact</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Vanessa Cooksey at RAC</td>
<td></td>
<td></td>
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<tr>
<td>2 Contacts with the City</td>
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</tbody>
</table>
Fundraising, Government and Foundations

- Continue to pursue additional government support from all angles: community development, history, arts councils, crime/violence reduction initiatives
- Use pilot lot as proof of concept
- Engage pro-bono experts to create an impact framework to substantiate the expected economic and social outcomes.

<table>
<thead>
<tr>
<th>Prospective Funder</th>
<th>Angle/Fit</th>
<th>Grant Range $</th>
<th>Submission Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watershed - Metro St Louis Sewer</td>
<td>Stormwater reclamation.</td>
<td>$180K /lot</td>
<td></td>
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<tr>
<td>National Endowment for the Arts</td>
<td></td>
<td>$150K</td>
<td></td>
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<tr>
<td>Library of Congress Oral Histories</td>
<td></td>
<td>$60K</td>
<td></td>
</tr>
<tr>
<td>Violence Prevention Commission</td>
<td></td>
<td>? Through partners i.e CVC</td>
<td></td>
</tr>
<tr>
<td>Regional Arts Commission</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Business Council</td>
<td></td>
<td>$5-10K+</td>
<td></td>
</tr>
<tr>
<td>AmeriCorps</td>
<td></td>
<td>$250,000</td>
<td></td>
</tr>
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<th>Grant Range $</th>
<th>Submission Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Louis Community Foundation</td>
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<tr>
<td>Kranzberg Foundation</td>
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|                                      |           | $250,000      |                     |
Other Revenue

- The project relies on major in-kind contributions from partner organizations:
  - Landscape architect (HOK - pro bono program TBC)
  - Insurance
  - Washington University Planning Commission (surveys, soil tests and impact studies)
  - Annual maintenance
    - Gateway Greening or Master Gardeners - to train volunteers and establish land trust
    - Master Gardener in each neighborhood to ‘adopt’ the park
  - Affinity marketing
  - Great Rivers Greenway (informal advocacy/credibility,) research and engineering studies.
- In-kind support may exceed cash contributions, overall
- Tax credits through NAP
- Secure an MOU for all contributions valued at $25K or higher
‘BOARD’ ENGAGEMENT
Board Engagement

Board members can play a crucial role in advancing the initiative. Impact areas include:

- Ambassadorship
  - Align with IM Calendar; Using a work-back schedule from events
- Pro bono services
- Introducing donor prospects
- Soliciting in-kind partners
- Recruiting and motivating volunteers

Overall, we want to keep board engagement ‘lean and mean’ and avoid overly complex committee structures.
Board Engagement, Projects

Board members can play a crucial role in advancing the initiative. A projects-based approach can maximize engagement:

- Create a project menu to allow board members to make clear commitments
- Unlike committees, projects have a clearly defined goal, start date, and end date.
- Working groups are assembled ad hoc with board members and non-board members.
- No governance function or authority. Responsible for project results only.
# Board Engagement, Projects

<table>
<thead>
<tr>
<th>Project / Group</th>
<th>Skills Sought</th>
<th>Goals</th>
<th>Start &amp; End Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Documentation and Data Collection Task Force</td>
<td>• Videography</td>
<td>• Capture the evolution of each site from initial state to completion</td>
<td>Oct 2022 – Oct 2024</td>
</tr>
<tr>
<td></td>
<td>• Photography</td>
<td>• Record key metrics to track progress against desired impacts and outcomes</td>
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<tr>
<td></td>
<td>• Surveying</td>
<td>• Maintain a secure and organized repository of project data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Statistical analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Information systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interview Task Force</td>
<td>Interview Techniques</td>
<td>Collect oral history as well as future aspirations of residents for the area</td>
<td>Jan 2022-12 2022</td>
</tr>
<tr>
<td></td>
<td>Oral History Project Protocols</td>
<td></td>
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<tr>
<td>Volunteer Coordinators</td>
<td></td>
<td></td>
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<tr>
<td>Landscape Architect Group</td>
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</thead>
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<tr>
<td>Marketing</td>
<td></td>
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<td></td>
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<tr>
<td>Event Planning: Pop-Ups and community art events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installations</td>
<td>Knowledge of flora and planting techniques</td>
<td>Efficient installation</td>
<td>varies</td>
</tr>
<tr>
<td></td>
<td>Ability to teach these skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>Maintenance plan</td>
<td>On-going care</td>
<td>Continuing</td>
</tr>
<tr>
<td></td>
<td>Volunteer development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>?Become a project for MGs?</td>
<td></td>
<td></td>
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<tr>
<td>Set up REIT</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Human Resources

- Need an experienced project manager for Art Lots (FT)
  - Ask 7 Lady Leaders for recommendations
  - Individual could come from one of the communities

- Project depends heavily on volunteers; need to ensure steady supply of volunteers in the long-term.
  - Pay honoraria to select 'team captains' (individuals responsible to connect residents with the project, identify implementation volunteers, participate in collecting input from the residents, develop maintenance plan etc.)

- Ensure that roles are clear and transferrable between individuals, to ensure project stability
Tasks for Final Presentation Prep

- Identify Arts Heals Ambassadors (in process)
- **Complete projects highlights calendar (in process)**
- Create ‘Game Changers’ list (in process, Salesforce Program Cohort)
- Identify affinity marketing partners (in process, Salesforce Program Cohort)
- Review/edit Case for Support (complete)
- Draft calendar of donor cultivation events/opportunities (TBD in 2022)
- Draft fundraising prospect lists (individuals and institutional) (in process. Salesforce Program Cohort)
- Complete list of in-kind contributors and identify those requiring an MOU (TBC in 2022)
- Identify board projects / working groups (TBC in Jan board retreat)

Final Presentation – Tuesday, December 7 | 2:30pm CT
IMPLEMENTATION AND FINANCIAL PLAN
### VACANT LOTS PROJECT PROJECT TIMELINE

#### Phase I
- Secure vacant lots
- Develop a call for artists
- Outreach to potential artistic collaborators

#### Phase II
- Issue call for artists
- Jury selection for artists
- Announcement of selected artists
- Introductory meeting(s) of artists and partners
- Assignment of lots to artists
- Design & execute pop-up projects
- Train in Story Corp interview techniques
- Conduct resident surveys
- Data collection

#### Phase III
- Produce sample concept drawings for resident input
- Analyze resident input and re-define concept drawings
- Submit concepts to architect
- Obtain permits
- Present concepts and implementation plan to residents

#### Phase IV - Design and Build
- Submit lot #1 designs to build teams
- Source lot #1 vendors and materials
- Lot #1 install
- Submit lots #2-7 designs to build teams
- Source lots #2-7 vendors and materials
- Lots #2-7 installs

#### Phase V - Ongoing Operation and Maintenance
Financial Plan

https://netorg130798-my.sharepoint.com/:x:/g/personal/devosprograms_devosinstitute_net/EWD_c8pysO9BvkXFe0O_PZ0BNVH8OF4b4An1LgP8ZljNSA?e=mN2veK
List of the Lots along the Greenway at Hodiamont Tracks

- 5201 Cates Ave.
- 5209 Cates Ave.
- 5205 Cates Ave.
- 924 Clarendon Ave.
- 5193 Kensington Ave.
- 5149 Kensington Ave.
- 5147 Kensington Ave.
- 5137 Kensington Ave.
- 5135 Kensington Ave.
- 5125 Kensington Ave.
- 5121 Kensington Ave.
- 924 Academy Ave.
- 910 Academy Ave.
- 5095 Kensington Ave.
- 5073 Kensington Ave.
- 5063 Kensington Ave.
- 5046 Cates Ave.
- 5038 Cates Ave.
- 5037 Kensington Ave.
- 5025 Kensington Ave.
- 913 Marcus Ave.
- 4582 Kensington Pl.
- 4576 Kensington Pl.
- 4572 Kensington Pl.
- 4570 Kensington Pl.
- 4568 Kensington Pl.
- 4564 Kensington Pl.
- 4466 West Belle Pl.
- 4460 West Belle Pl.
- 4448 West Belle Pl.
- 4420 West Belle Pl.
- 4356 West Belle Pl.
- 4354 West Belle Pl.
- 4343 Enright Ave.
- 4330 West Belle Pl.
- 4329 Enright Ave.
- 4328 West Belle Pl.
- 4327 Enright Ave.
- 4175 Enright Ave.
- 4130 West Belle Pl.
- 4128 West Belle Pl.
- 4102 West Belle Pl.
- 4064 West Belle Pl.
- 4059 Enright Ave.
- 4061 Enright Ave.
- 4019 Enright Ave.
- 3971 Enright Ave.
- 3969 Enright Ave.
- 3965 Enright Ave.
ArtLots Project  Concept Abutting Greenway

Insert Concept Drawing of whole Project
ArtLots Project Individual Lot Renderings by Season for Pilot Lot
Sample resources


- Chinatown In/flux images: [https://drive.google.com/drive/folders/1zS7DGbC0AUeSIDX8QG80jmOLWkzprH3k?usp=sharing](https://drive.google.com/drive/folders/1zS7DGbC0AUeSIDX8QG80jmOLWkzprH3k?usp=sharing)

- Chinatown In/flux artist call: [https://docs.google.com/document/d/16S_LWJs5Q0hf1rLY6hVqVhDFBz761Xzc/edit?usp=sharing&ouid=112924729714696234708&rtpof=true&sd=true](https://docs.google.com/document/d/16S_LWJs5Q0hf1rLY6hVqVhDFBz761Xzc/edit?usp=sharing&ouid=112924729714696234708&rtpof=true&sd=true)

- Social Practice Lab artist call: [https://docs.google.com/document/d/1s52dsF0vZwrQ5_kI98mVRNzZS8Vq4nU1/edit?usp=sharing&ouid=112924729714696234708&rtpof=true&sd=true](https://docs.google.com/document/d/1s52dsF0vZwrQ5_kI98mVRNzZS8Vq4nU1/edit?usp=sharing&ouid=112924729714696234708&rtpof=true&sd=true)

- Social Practice Lab community advisory team invitation: [https://docs.google.com/document/d/1af5RQty-EH2Hb1FtY-1qPc2v--h3M8ip/edit?usp=sharing&ouid=112924729714696234708&rtpof=true&sd=true](https://docs.google.com/document/d/1af5RQty-EH2Hb1FtY-1qPc2v--h3M8ip/edit?usp=sharing&ouid=112924729714696234708&rtpof=true&sd=true)
More Evaluation Strategies and Tools


- National Assembly of State Arts Agencies “Getting Started with Program Evaluation”: [https://nasaa-arts.org/nasaa_research/getting-started-program-evaluation/](https://nasaa-arts.org/nasaa_research/getting-started-program-evaluation/)


Sample Evaluation Reports:

- Pillsbury House and Theatre’s “Creative Community Development” projects: [https://issuu.com/metrisarts/docs/adding-it-up-final-draft-web](https://issuu.com/metrisarts/docs/adding-it-up-final-draft-web)

Program Strategy Checklist

*Please use your judgement to identify 3-5 areas of program strategy that the advisor can realistically help the organization advance during your time together. Depending on their stage in the program development process, some of this may exist already and can be strengthened; some may be able to be created during the engagement period; and some may need to be continued by the organization following the engagement.

Program strategy final presentation should include:

Program concept
- Description & Delivery structure
- Target audiences, with relevant demographics
- Impacts & Outcomes, short-term achievable and long-term aspirational
- Attendance/participation records/goals & Evaluation metrics (evaluation plan, time permitting)
- Investment needed: Human and/or capital, including any in-kind resources/partner commitments needed to achieve goals
- Budget
- Program Calendar

Recommendations
- 3-5 Key Strategies Identified as the Project Scope
- Woven into the above or addressed separately:
  - Recommendations on how to build or advance effective partnerships for the program
  - Recommendations on how to enhance racial, economic, or educational equity through the program delivery
  - Recommendations on opportunities for systems analysis and approach
- Recommended Next Steps
  - Please recommend next steps to help prioritize their program development efforts following the engagement.
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Phase 1 Goals, Programming

- Discuss and co-develop strategies to build new program, or strengthen current program, that supports cohesion between historically divided or separated constituencies
- Develop strategies to enhance Racial, Economic, Educational Equity
- Discuss opportunities for Systems Analysis and Approach
- Discuss and co-develop plan for program evaluation
- Discuss opportunities to Build or Advance Effective Partnerships
Proposed Programming Meetings

- Meeting 1: Discuss Current State, Define Scope (e.g. 3-5 key areas of strategy development)
- Meeting 2: Discuss initial strategies; who will lead in each area?
- Meeting 3: Refine or Finalize strategies
- Meeting 4: Finalize strategies, if applicable
- At closing Meeting (e.g. Meeting 3 or 4), pair with Institute Advisor
Phase 2 Goals, Marketing, Fundraising, and Capitalization

- Discuss and co-develop, or strengthen, the program’s communications and marketing strategy, including outreach and partnership strategies to reach its target communities/constituencies, as well a communications plan to engage the organization’s existing family (audiences, board members, volunteers, donors, etc.)

- Discuss and co-develop, or strengthen, the program’s fundraising proposition (i.e. case for support), and identify a list of prospective funders (from individual, board, corporate, foundation, government as applicable) encompassing new and existing funders

- Discuss and co-develop opportunities for the organization’s capitalization (working capital, reserves, endowment, etc.)
Proposed Phase 2 Meetings

- Institute Advisor joins meeting 4 of program development phase
- Meeting 1: Discuss Current State, Aspirations
- Meeting 2: Discuss and Refine strategies
- Meeting 3: Refine and Finalize strategies
- Final Coordinated Meeting: Final Presentation of Plan by Programming and Institute Advisors

*An additional meeting or email consultation will be added between Meeting 3 and the final meeting as needed.*
Approximate Program Timeline

Kick-Off Meeting with All Organizations
July 7

Programming Stage
July - September
Advisor Meetings with Organizations (3-4)

Online Seminar for All Applicants
Opportunity for share-out by participants
October 29

Marketing, Fundraising, and Capitalization Planning Stage
Institute Meetings with Organizations (3-4)
Final Coordinated Meeting – 1 Hour
October - December

Service Concludes
December

Program Capstone Meeting to Share Learnings
Dec or Early 2022
Resources

- All Advisors and Participants have access to the Shared Program Folder here:

  Social Cohesion Shared Project Folder

- Programming Advisors will schedule Phase 1 meetings with each organization’s Primary Contact.

- Institute staff will be in touch to schedule Phase 2 meetings.
  - Institute Scheduling Contacts:
    - For Nicole Kidston: Abby Cohen, ajschoenborn@devosinstitute.net
    - For Ben Dietschi: Jen Rogers, jlrcogers@devosinstitute.net

- For assistance anytime, contact Syrah at segunning@devosinstitute.net.