



# 11 MASTER PLAN FOR A SUSTAINABLE FLINT ARTS & CULTURE PLAN



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## Imagine

public spaces and vacant lots that are activated and energized by murals, sculptures, paintings, and performance art pieces developed by local artists.

**Imagine** a Flint where arts and culture are sewn into the fabric of every neighborhood, with homes, churches, schools, and community centers acting as artistic laboratories of creative innovation, community engagement, and civic pride.

**Imagine** Flint as a regional creative hub with a dynamic creative economy, where arts and culture are an integral piece in defining local quality of life and artists are the City's innovative problem solvers and visionary thinkers.

Flint is on the verge of achieving this vision. Flint is one of Michigan's top arts and culture destinations, home to world-class facilities such as the Flint Cultural Center and a strong network of civic and grassroots organizations. However, we must first face existing realities: art education has been cut in many schools, some residents express unequal access to the City's art and culture resources, and the City's extensive cultural offerings are often not well coordinated.

The "Arts and Culture Plan" is a roadmap to overcoming those obstacles and to actualizing a new community vision. By following the recommendations outlined in this chapter, arts and culture can become a part of everybody's daily life and be accessible to all.

### SOCIAL EQUITY & SUSTAINABILITY

Arts and Culture can be a powerful medium to articulate injustices and bring societal inequities to light. We must recognize arts and culture as a tool in promoting social equity and awareness and empower residents of all backgrounds and neighborhoods to share their stories.

### RESHAPING THE ECONOMY

Creative industries are key drivers of economic growth. By becoming a regional creative hub and cultivating local arts entrepreneurs, Flint can encourage urban regeneration and increase tourism opportunities.

### QUALITY OF LIFE

Arts and culture is an integral piece in defining local quality of life. While providing pleasure and enjoyment to viewers, art is also a strong outlet for personal growth, self-expression, and wellness. It can also be utilized to beautify the City's environment by adding color and visual appeal.

### ADAPTING TO CHANGE

Artists stand ready to transform Flint. Flint's vacant land and structures present artists with a unique opportunity to turn these spaces into beautiful and vibrant installations. Similarly, involvement in arts and culture creates lifelong learners who can proactively respond to the ever-changing needs of self and society.

### YOUTH

Access to arts and culture is incredibly important for shaping positive youth behavior. Through developing cognitive skills and increasing academic success, engaging in the arts can deter young people from involvement in negative behaviors such as crime. Youth who are grounded in their cultural traditions and histories are confident and resilient.

### CIVIC LIFE

Arts and culture support civic life in many ways. Art can be a bridge between cultures, as well as a way to discover meaning and shape conversations about challenging topics. Local traditions, celebrations, and lore remind us of who we are and what makes Flint unique.



# GOAL:

*Arts and culture should be a part of everyone's daily life and accessible to all.*

## GUIDING PRINCIPLES

The ways in which the Goal & Objectives of the Infrastructure and Community Facilities Plan have been influenced by the guiding principles are indicated using the following symbols.

- Social Equity & Sustainability
- Reshaping the Economy
- Quality of Life
- Adapting to Change
- Youth
- Civic Life

### Objective #1

*Use art and cultural programming to create dynamic public spaces.*

Leveraging local talents to create public art and culturally rich programming will beautify and energize our communities and allow residents to freely express themselves.



### Objective #2

*Integrate arts and culture into Flint's neighborhoods.*

Arts and culture should not be confined to museums and universities, but cultivated and celebrated in homes, churches, schools, and community centers across the City. Empowering residents to engage in visual, spoken, written, and performance art broadens cultural participation and communicates Flint's rich diversity.



### Objective #3

*Expand access to and involvement in arts and cultural activities.*

By improving awareness of the opportunities that do exist, designing offerings to be culturally relevant, and reinforcing a commitment to serve those with the greatest barriers to participation, we can ensure that every person has the opportunity to be enriched and to enrich others through arts and culture.



### Objective #4

*Increase youth participation in arts and cultural programming.*

Expanding arts and cultural activities for all of our youth will stimulate a lifelong love for learning, provide safe outlets for self-expression, and encourage creative and critical thinking.



### Objective #5

*Develop a thriving local "creative economy" of artists, creative professionals, and cottage arts industries.*

Flint can invest in its future by creating, attracting, and sustaining job opportunities for forward-thinking artists, entrepreneurs, musicians, and creative professionals.



### Objective #6

*Brand Flint as a regional creative hub and market Flint's cultural offerings both internally (to residents) and externally (to tourists, prospective residents, and businesses).*

By advertising and promoting Flint's unique opportunities, Flint can capitalize on increasing demand for cultural offerings and attract tourists, new residents, and businesses to both make Flint residents aware of the City's wonderful assets and ensure broader, more diverse audiences for the City's institutions.



### Objective #7

*Develop a sustainable, long-term mechanism to implement the Arts and Culture Plan and create a stable funding source for arts and culture organizations and programming.*

Whether forming a new entity or tapping into existing organizations, implementation requires coordinated action, continued advocacy for arts and culture, and a commitment to fund raising to ensure long-term sustainability.



### Objective #8

*Use the arts and culture to encourage civic discourse and community problem solving.*

Arts and culture can be used as a mechanism to engage stakeholders in dialogue about tough community challenges, share ideas, and collectively discover potential solutions.







ARTS & CULTURE PLAN  
BEST PRACTICES

# 11 ARTS AND CULTURE PLAN RECOMMENDATIONS & BEST PRACTICES

Although many people throughout the world are familiar with Flint's plight of industrial disinvestment, manufacturing decline, and population loss, fewer realize that the City is a strong arts and cultural community. Despite years of economic decline, many arts and cultural organizations have not only managed to survive, but in some cases have been able to expand services. A 2013 sample of 10% of Flint's arts and cultural organizations, ranging from a nationally recognized team of teenage spoken-word artists to an award-winning art museum, highlight the impact of these organizations on Flint. Collectively, these organizations spent approximately \$11.4 million in employee salaries and served nearly 1.1 million visitors (encounters) annually. Many more small grassroots arts groups and cultural organizations contribute to the vibrancy of Flint.

Arts and culture play an important role in preserving Flint's local history, establishing an identity and sense of place, contributing to the local economy, and providing educational enrichment. Visual arts, performing arts, literary arts, public art, community events and festivals, historic preservation, and more, represent the wide and diverse range of offerings that collectively comprise the arts and cultural foundation of Flint.

With a history of support from residents who are passionate about the arts and culture, Flint will continue to sustain and build upon its existing offerings to further enhance the programs, facilities, education, and outreach related to arts and culture.

This section describes how the City can partner with cultural entities to enhance the presence of art and culture in the community. A Plan translates the cultural needs and identity of a community into a tool for implement-

ing recommendations. The Arts and Culture Plan presents an opportunity to establish greater communication and collaboration between Flint arts and cultural organizations, increase accessibility to services, expand participation, recognize additional funding opportunities, revitalize the built environment, assert the City's identity through cultural expression, and promote a positive image of the City of Flint.

Arts and culture enrich our lives and improve our life experience. Moving forward, the City must continue to leverage arts and culture as a way to strengthen Flint's overall image, and quality of life while recognizing that arts and culture must be accessible and reflect the heritage and diversity of our residents.

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Source: Adam Lock

## ARTS & CULTURE ORGANIZATIONS

The City boasts world-class cultural amenities on a scale that is uncommon for a community of our size. Additionally, more than eighty smaller arts and cultural organizations throughout the county and approximately 15,000 independent artists have found a home in Flint. This is remarkable given severe cuts in arts funding in recent years. While many groups still struggle financially, Flint is very fortunate to house major cultural institutions that receive substantial funding and support from private and public donors. Our rich arts and culture community is one of our greatest assets.

Genesee County's arts and cultural organizations range from the fairly large to very small. Together, they provide richness to the cultural offerings in the City of Flint. Some organizations work close to the grassroots and make a difference by providing sustained support to a small group of people or seek to address immediate challenges such as blight and youth violence through an artistic approach. Others have a singular mission of holding a one-day festival to bring thousands of visitors into the City and change Flint's image. Additionally, some organizations focus on serving the cultural needs of specific social groups, such as children, or a particular ethnicity. These groups span high art, popular culture, and diverse heritages, all of which strengthen the overall arts and culture scene.

### Flint Cultural Center

Flint has a wide-range of arts and cultural institutions that provide high quality programs and events for people of all ages. The largest concentration of these facilities is located in the Flint Cultural Center, a campus with 8 major arts and cultural institutions with combined annual budgets of over \$15 million. The Flint Cultural Center includes Sloan Museum and Buick Gallery, Longway Planetarium, and The Whiting, which are operated by the non-profit Flint Cultural Center Corporation (FCCC). The standalone institutions of the Flint Public Library (FPL), Flint Institute of Arts (FIA), and Flint Institute of Music (FIM) complete the primary institutions of the Flint Cultural Center. Sarvis Center, a banquet and events center, was recently purchased by FCCC from the Flint Community Schools.

The FCCC facilities have a combined annual visitorship of over 185,900 and generate over \$6.2 million in revenue.

FIM (which includes the Flint School of Performing Arts, Flint Symphony Orchestra, and Flint Youth Theatre), FPL and FIA (which includes a museum and art school) together serve nearly 700,000 visitors annually and employ 176 people. The variety of institutions comprising the Cultural Center generates a diverse spectrum of exhibits, events, performances, and educational programs for the general public and school children.

Although the Flint Cultural Center is an amazing resource, many Flint residents have limited interaction with Cultural Center institutions. The Flint Public Library is the organization whose patrons most closely reflect the diversity of Flint in terms of age, income, and race. This is likely due to a number of factors, including the library's

primary emphasis on Flint (the Genesee District Library serves communities outside the City), its free services, and attention to programs that cater to the varied needs and interests of Flint residents. The Flint Public Library has faced financial challenges related to the loss of millage revenue on which it relies, resulting in staffing cuts, branch closures, and reductions in hours. Finding ways to stabilize funding will be critical to prevent further reductions in access to this vital civic institution.

Organizations such as the Flint Institute of Music and Flint Institute of Arts have begun working to expand access and opportunity for underserved populations. Both have initiated programs to reduce or eliminate cost barriers through scholarships or free exhibit days.

Building relationships with other local organizations is another strategy they are using to either deliver selected programs in community settings (such as FIM's Trouba-

dours, who travel to schools and youth program sites to introduce youth to classical instruments) or bring new populations in (such as partnering with Head Start to bring low-income preschoolers and their families to FIA).

Similarly, while much of the Whiting's success stems from offering entertaining shows that attract tourists and visitors from beyond Flint, FCCC served 59,000 students in 2013. Many of them were reached through partnerships with schools that either brought educationally-relevant works directly to students or utilized the talents of visiting artists and resources at Sloan Museum to enhance professional development for teachers. The organizations of Flint's Cultural Center have unique and special gifts to offer the community. These are promising practices that can serve as a foundation for continued growth and inclusion.

### Grassroots Arts Organizations

Many of the smaller arts organizations survive with a generous helping of volunteer leadership and scrappy persistence. These organizations may or may not have legal 501c3 status, may or may not have any paid staff, and may or may not have a dedicated space for rehearsals and an office. While many of the smallest groups may be content to operate informally, those seeking to expand and sustain their work frequently struggle with finding the funding and building the governance and management systems to do so.

Although there has been strong support from local funders and limited capacity building through organizations like BEST and the Greater Flint Arts Council, greater attention should be paid to growing and stabilizing these small arts and cultural organizations. In some instances, these organizations may be better served by working as a program of a non-profit that can provide administrative and fundraising support while they focus on providing services. In other communities, this has proven an effective strategy in ensuring the long-term sustainability of grassroots arts and cultural organizations.



# CITY OF FLINT Cultural Facilities

## Cultural Facilities Legend

- Public Art (murals, sculptures, statues)
- Historical Sites
- Venues
- College/University Facilities
- Museums/Other Cultural

## Cultural Facilities Inventory

### Public Art

1. House of Alterations
2. Hispanic Technology Center
3. Flint Stool and Chair Mural
4. Flint History Mural
5. Durant and Dort Statues
6. Automotive Pioneers Statues
7. Greater Flint Arts Council & Vernor's Mural
8. The Rock
9. Howard Estates
10. Semmens Transmissions Mural

### Historical Sites

11. Berston Field House
12. Donnelly Pavilion
13. Applewood Estate
14. Whaley House
15. Smith/Aldridge House
16. Durant Dort Office Building
17. Carriage Factory No. 1
18. Charles Nash House
19. First National Bank of Flint

### Venues

20. Masonic Temple
21. Court Street United Methodist Church
22. Stockton House
23. Superintendent's Cottage
24. UAW Sit Down Memorial
25. Quinn Chapel AME Church

### Venues

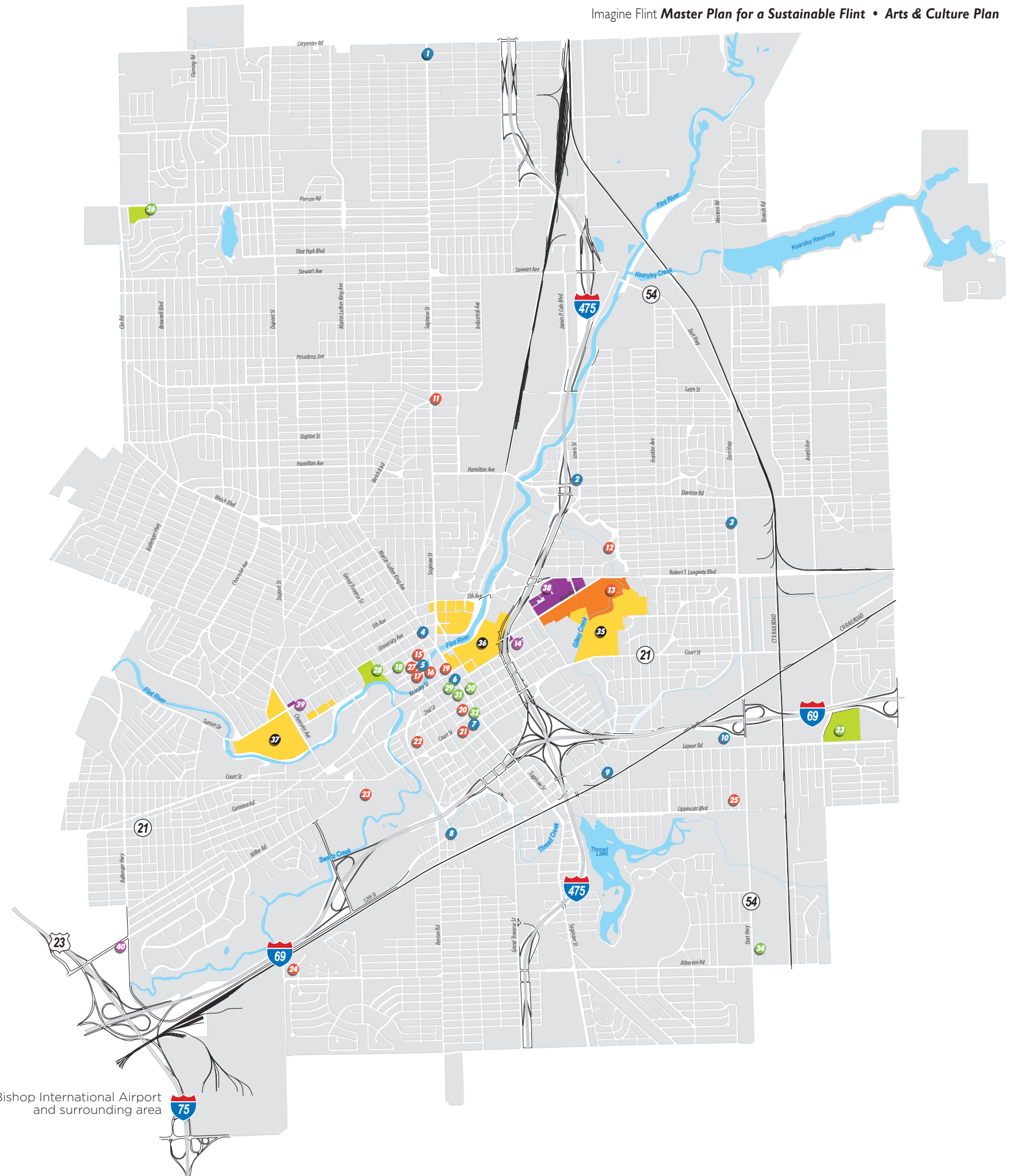
26. New McCree Theater
27. Good Beans Anteroom
28. Atwood Stadium
29. Flint Local 432
30. The Capitol Theatre
31. Buckham Gallery
32. Greater Flint Arts Council
33. Perani Areana and Events Center
34. Machine Shop Concert Lounge

### College/University Facilities

35. Mott Community College
36. University of Michigan - Flint
37. Kettering University

### Museums/Other Cultural

38. Flint Civic/Cultural Campus
  - Whiting Center
  - Longway Planetarium
  - Sloan Museum of Art
  - Flint Youth Theatre
  - Flint Institute of Music
  - Flint Institute of Arts
  - Flint Public Library
  - Sarvis Conference Center
39. Flint Children's Museum
40. Flint Community Players



ARTS & CULTURE PLAN  
BEST PRACTICES



### Festivals & Flint Traditions

Flint has a history all its own and many festivals celebrate the unique flavors of the City. As the quintessential car town, Flint's summertime Back to the Bricks car cruise has grown exponentially in the few years since its inception, attracting people from across the Midwest to showcase their classic cars. The Crim Festival of Races has likewise come to be a mainstay of August, and the blue line on the pavement marking the course of the 10-mile race is a visual reminder of the event throughout the year. Such events, along with the monuments commemorating the Sit-Down Strike and iconic landmarks like the painted block at Hammerberg, shape a common reference point for Flint. When you see the Weatherball, you know you're home. As Flint charts its future path, honoring our collective local culture will remain important.

### Social Group-Specific Organizations

While there are some elements of local culture that most of us in Flint can relate to, we are a diverse group of people with traditions, languages, art forms and legacies of our own. Children have places, such as the Flint Children's Museum, that are designed to activate and engage their distinct way of exploring the world. Some arts groups celebrate the art forms of specific racial or ethnic groups—Flint currently has organizations dedicated to African drum and dance, Mexican folkloric ballet and mariachi performance, and traditional Indian dance, to name a few.

Just as important to the cultural fabric of Flint are the organizations that may not have an arts focus at all, but nonetheless celebrate, preserve, and share the legacies and experiences of their ethnic group. Examples include groups organized around Hispanic, Arab American, African American, or Jewish heritage. The work of these groups can be harnessed to deepen cross-cultural understanding and help young people build a sense of connection to their roots.

Many of these organizations are small and face challenges in capacity and fundraising similar to other grassroots organizations. Strengthening organizations that provide culturally and ethnically rich programming will help ensure that arts and culture in Flint remains culturally relevant to our population.

### Greater Flint Arts Council

The Greater Flint Arts Council (GFAC) is a non-profit organization whose purpose is to be a catalyst of, and advocate for, increased artistic and cultural enrichment in our ethnically diverse community. The Council strives to promote and celebrate the arts by building new partnerships and laying the foundations of cultural growth for all arts in our community. In addition to offering a number of arts and culture related programs, the GFAC offers technical assistance, such as workshops and training to aid arts administrators, marketers, and fundraisers.

### COMMUNITY ARTS & CULTURAL SURVEYS

This plan reflects the input received during the Imagine Flint intensive public input process, but also the results of two City-wide cultural focused surveys: the Greater Flint Community Cultural Plan Forging Links and the Our Town Grant surveys. The results of the surveys demonstrate that the people of Flint recognize the value of the arts and culture to the City and in their lives.

### Greater Flint Community Cultural Plan: Forging Links

In the fall of 2004, the Greater Flint Arts Council and representatives from Flint's cultural centers led the development of Forging Links and created a cultural plan that defined a vision for Flint's cultural scene. Reaching out to more than 150 artists, the comprehensive survey was conducted and identified a series of priorities. The cultural plan ultimately recommended creating a center for youth expression, starting a fine arts academy, establishing an arts advocacy group, fully utilizing downtown Flint as a cultural asset, and providing more opportunities in Flint.

### Our Town Grant

In 2012, the City of Flint and the Greater Flint Arts Council were awarded an OurTown grant from the National Endowment for the Arts. This was matched by local funders and partners to help incorporate Arts and Culture into the City's new Flint Master Plan and to fully and creatively engage local citizens in the process of planning. With the assistance of the BEST Project and Greater Flint Arts Council, the OurTown project launched a survey of artists, arts organizations, and arts supporters.

The newer survey results closely mirrored those priorities in arts and culture identified in 2004. Respondents prioritized youth programming first, closely followed by the need to involve more Flint residents in the arts and develop vibrant places for arts and cultural events. The new survey highlighted a deeper understanding of how public art could transform the City's blight.



Source: Joel Rash

## ARTS & CULTURE PRIORITIES

The planning process identified key needs to be addressed and opportunities to be explored. The recommendations of the plan are underscored by the following themes that were identified from the various outreach efforts.

- Revitalization through Art
- Neighborhood Arts and Culture Integration
- Access & Involvement
- Youth & Education
- Attracting and Retaining Artists and Creative Professionals
- Funding for the Arts
- Marketing Art & Cultural Opportunities
- Civic Engagement

Insight collected from the surveys builds the basis for the priorities outlined in the Arts & Culture Plan. Recommendations address the continued health of the arts and cultural environment, and of the community as a whole.

### Revitalization through Art

Attracting new audiences from outside of Genesee County due to the negative perception of the City has proven to be a significant obstacle for Flint. Participants of the 2004 GFAC and 2012 Our Town survey efforts state that attracting visitors to Flint is difficult because of the lack of exciting, clean, and safe places to visit and attend a cultural event. Art can be a catalyst for creating vibrant and inviting spaces. However, the growth of downtown festivals and events over the last several years has demonstrated the power of arts and culture in creating a desirable destination.

Art can be utilized to revitalize Flint's public spaces. Public art is also an avenue for revitalization when it empowers local residents and artists to reclaim vacant spaces for community art projects. This could include reclaiming housing to convert to artist work studios, or creating temporary art installations at brownfields and other underutilized spaces. Local arts organizations should work with the Planning Department to develop policy guidelines for artists interested in installing public pieces of art.

One form of public art that Flint has plentiful examples of is murals. Countless buildings, ranging from vacant storefronts to busy community centers, public housing complexes, and private businesses feature original works of mural art on their exteriors. Often, these projects are undertaken with an artist and community or youth group working together to create a vision that honors that particular place. Murals and other forms

of public art communicate that a place is cared for, which can have the effect of deterring crime (as a component of Crime Prevention Through Environmental Design).

### Neighborhood Arts & Culture Integration

While central institutions, like those of the Flint Cultural Center and Applewood Estate, provide exceptional opportunities for involvement in the arts, neighborhoods need arts and culture too. The City can encourage partnerships and strategies that provide programs that are accessible in terms of cultural relevancy, price, and location. Several avenues can be pursued for bringing art to the City's neighborhoods to make involvement more easily accessible and welcome visitors to explore the cultural heritage of distinct neighborhoods.

One way to bring arts and culture to neighborhoods is by private businesses making it part of their approach. The Good Beans Café, located in the Carriage Town neighborhood, illustrates this opportunity. While many strategies for neighborhood arts and culture integration focus on non-profit and government efforts, Good Beans Café shows how to blend arts and culture with their primary business- coffee. The café features visual art on the walls from local artists and uses an attached room (dubbed "The Anteroom") for live music, a recording studio, poetry, and theatre performances.

The combination is good for the café business and good for artists who have a supportive space to sell their works and perform their craft. Private businesses should consider ways to enhance their spaces through art or consider how they may provide a platform for cultural events.

The Artists in Residence program, which placed artist leaders in all nine wards of the City as part of the NEA Our-Town grant, demonstrated another avenue for integrating art and culture into Flint's neighborhoods. Neighborhood Art Parades were also organized by the Flint Public Art Project in conjunction with neighborhood organizations. One factor common to both approaches was the commitment to put arts resources where people already lived. Additionally, the City should encourage conversations regarding the creation of formal neighborhood support networks to connect neighborhoods with community-wide arts and cultural resources.

The City should look favorably on the inclusion of arts and culture programs within neighborhoods as standalone community arts centers or as part of multi-purpose community facilities. The reuse of closed schools and/or other abandoned buildings or co-

locating with existing compatible organizations present two options. Schools are often located in the heart of a neighborhood, so their productive re-use can help stabilize the surrounding area. Because many closed schools may come with high energy costs, investments in efficiency improvements may help these efforts succeed.

### Success Story: Former Selby Elementary School

The former Selby Elementary School was sold to a non-profit organization. The "New" McCree Theatre, which is dedicated to telling the African American

Story in the African American Voice, now manages the building. Other arts and community groups (including the African Drum and Dance Parent Association) utilize classrooms for rehearsal space and the auditorium for performances. Repurposing the former school in this way addresses three needs, embedding culturally relevant arts into neighborhoods, restoring a vacant school to productive use, and providing a reliable home for small organizations.

### CITY ARTS TEAM

This program is similar to Artshare, using local artists to give demonstrations and "hand-on" activities. The City Arts Team works throughout the summer months and offers programs through community centers for children and senior citizens. Evaluation interviews are held with each recipient organization to insure quality programming and help make plans for future offerings.



### Access & Involvement

Outreach uncovered perceptions that access to arts and culture in Flint can be difficult. Even though there are many arts and cultural activities available at almost any time during the year, there are segments of the community that are not attending for a number of reasons, including:

- They feel unwelcome.
- The programming is not representative of their culture or does not appeal to their aesthetics.
- The price is unaffordable.
- The location is inconvenient.
- The time and/or day do not fit their lifestyle.
- They have received no information or communication about the event.

Previous assessments show that the audiences most underserved are African Americans and youth in general. The issue is one of not only increasing audience diversity at current offerings, but also of increasing the diversity of future program options for the underserved. The City should increase access and involvement for all residents of Flint. The City can encourage major cultural institutions, such as those of the Flint Cultural Center and the Greater Flint Arts Council (GFAC), to increase accessibility and provide arts and cultural programming for a wide range of interests. Increased marketing efforts and integrating arts into of the City's neighborhoods, discussed earlier, will also create additional avenues for awareness of programs and getting involved.

There are already successful programs in place that effectively provide artistic and cultural opportunities to underserved residents. For instance, Tapology, housed in the City-owned Berston Field House, offers dance instruction workshops, historical education, and concert performances with a focus on Flint youth. In such cases, the challenge is not so much to adjust program offerings to appeal to the intended audience, but rather to assist with capacity to raise funds, provide stable spaces to practice and perform, and access back-office services that relieve leanly-staffed organizations to deliver effective programs.

While the awareness and diversity of programming offered will effectively increase involvement in artistic and cultural opportunities, other components influence accessibility. The theme of access encompasses many diverse elements such as safety in public spaces, zoning and policy, effective communication, geographic distribu-

tion, and transportation. The City must utilize the recommendations provided in the other chapters of this Plan to ensure the goals and objectives of the Arts and Culture Plan can be realized.

### Youth & Education

The arts are an important part of educating our youth. According to Americans for the Arts, involvement in art and cultural education strengthens problem-solving and critical-thinking skills, adding to overall academic achievement and school success, while also nurturing important values such as being part of a team; respecting alternative viewpoints; and appreciating and being aware of different cultures and traditions. The City has amazing arts and cultural assets, but with significant cuts in arts programming at schools, exposure is limited and inconsistent. While many youths may seek out the arts outside of school, many do not.

The Flint community has an important opportunity to bring arts and culture programming to its entire youth population. The City should encourage partners in schools and out of schools to increase opportunities for youth involvement in arts and culture through the following strategies.

#### Education

Arts and culture education enhances positive youth development in many ways, ranging from nurturing creativity and self-expression to deepening understanding of people, histories, and ideas, to building technical skills. For the Flint Community Schools (FCS), bolstering its arts and culture education programs is important in order to attract families that expect robust offerings.

In 2013, FCS decided to initiate an arts education planning process that will assess current offerings, needs, and opportunities to provide every student with high quality arts education. From this process the district expects to have a clear plan for how it will provide visual, performing, and media arts education to K-12 students throughout the district. As part of the effort, FCS intends to adopt an arts education curriculum in compliance with state standards and infuse arts into other core subjects.

Establishing a district-wide comprehensive arts education plan will provide a consistent partnership framework for the many community organizations wishing to work with FCS on supplemental arts programs.

Local colleges and universities offer avenues for pursuing studies in arts and culture as well as venues for artistic and cultural activities.

Local college and university venues include Mott Community College (MCC) Library, University of Michigan (UM)-Flint Theatre, Library, and University Pavilion, and Kettering Library and Scharzburg Archives. MCC provides Associate's degrees in Media Arts and Technology, Graphic Design, and Photography, as well as programs in areas such as Studio Arts or Music to position them to transfer to a four-year institution. UM offers Bachelor's degrees in several fields including Studio Art, Visual Communication, Art Education, Art History, Theatre, and Dance. UM also offers Master-level programs in Arts Administration and Liberal Studies in American

Theatre. Beyond enriching the lives of UM students, internships and other programs can add mutual benefit to the University and community-based programs and should be pursued.

#### STEM to STEAM

Currently, innovation and education remains tied to the STEM subjects – Science, Technology, Engineering, and Math. However, in the last century, art was joined with these same principles (STEM + ART = STEAM), driving innovation as much as the other four subjects. STEM to STEAM is a movement to transform research policy to place art and design at a higher importance, and to

*The more we interact, the less we will be divided. The more we get to know each other, the less we will fear each other. The more we experience programs of peace, the less we will experience incidents of violence.*

- Our Town Report



Source: Brett Carlsen



Source: Joel Rash

encourage the integration of art and design in K-20 curriculum. Whether or not the STEM to STEAM shift happens nationally, Flint can further integrate arts into youth life by forging effective partnerships between education and the arts.

**After School & Community-Based Programming**

Extracurricular arts educational programs can also provide opportunities for Flint's youth. The City should work with partners to map and identify gaps in available after school and summer programming to engage students in the arts. An "Arts Job Fair" for youth, high school graduates, and university-level students or art internships and externships could provide opportunities for students to translate talents learned in these programs into art related careers.

Existing successful programs should also be continued. Raise It Up! Youth Awareness promotes youth engagement, expression, and empowerment through workshops held at schools, youth centers, and churches. The Flint Youth Theatre and other youth centered programming offered through Cultural Center based organizations and the Flint Children's Museum also provide Flint's youth with arts and cultural experiences that encourage critical thinking and build on concepts learned in the classroom. These types of arts and cultural programs are valuable enhancements to school-based offerings.

**Parents & Youth Involvement**

Parent/caregiver involvement in arts programming is crucial for their children's involvement. Survey participants stressed that the lack of parental commitment to the arts is a major barrier for youth involvement. Without parental involvement, many children that need services are never reached. By getting parents and caregivers involved and interested in the arts, it is more likely their children will have an interest in participating in programming on an ongoing basis. Partnerships with Parent-Teacher Organizations and similar groups can encourage active parent involvement in the arts or with their children's artistic endeavors. This will assist in fostering households that are supportive of artistic activities.

**Attracting & Retaining Artists and Creative Professionals**

Access to cultural opportunities is one reason people want to visit and live in cities. Distinctive cultural amenities attract tourism and bring direct spending into local economies. Attracting and retaining artists and creative professionals is one way to invest in the vitality of Flint.

Establishing arts-related businesses, especially near centers of commerce, can help activate underutilized areas. Strategies for attracting such creative businesses might involve providing low or no cost loans to artists and creative professionals or working with the Downtown Development Authority to develop a plan to support art-related business in the Downtown. Independent artists could benefit from more opportunities to exhibit and perform their work and having access to an artist re-

source center. Such efforts should be explored by interested public, private, and non-profit partners. When successful, they can compel artists to invest their talents in the community and convince aspiring artists to pursue their dreams in Flint.

Successful programming like Artwalk helps bring local art work to interested citizens. Artwalk, organized by the Greater Flint Arts Council, offers a variety of open house receptions, free to the public, to promote the diversity of creative offerings in the Downtown. The program has continued to grow in popularity, providing much needed entertainment to the Downtown as well as raising Flint's visibility in the Arts and Culture Community.

**Funding for the Arts**

The ability to raise funds for capital improvements, event programming, and general maintenance is a challenge for Flint's arts and cultural entities in a climate of limited funding and declining economic conditions. Even institutions such as those at the Flint Cultural Center, which traditionally have had more dependable funding sources than many smaller organizations, are experiencing reductions in the amount of resources available. In order to preserve the rich arts and culture community in Flint, it will become increasingly important to explore and stabilize funding opportunities for local artists and cultural organizations that keep the creative community alive.

Aside from exploring untapped public and private funding sources, new and unique financing mechanisms should be considered to divert more funding to cultural assets throughout the City.

Several methods of expanding support for the arts and culture that have had some success in other communities are described below. The City should support conversations by local arts and culture organizations to explore mechanisms such as these that can help stabilize funding.

**United Fund for the Arts**

A United Fund for the Arts has been used elsewhere to support local cultural and arts offerings by raising and allocating funds to its member organizations. Such

a fund can additionally serve as a community-wide resource for ensuring excellence in programming and maintaining the reputation of the organizations it supports. Such programs are typically led by a board of directors that is comprised of respected business and community leaders that are invested in arts and culture in their community.

**ARTISTS IN RESIDENCE**

The City of Flint collaborated with local artists and arts organizations to explore the role that artists play in communities. With funding provided from a grant from the National Endowment for the Arts, local artists were hired in each ward of the City, through the Master Plan, to engage the residents in the arts. The artists come from many creative backgrounds including spoken word, literary work, theater, beautification, gardening, visual art, sculpture, performance, and percussion. Some projects proposed by the artists include signs and artwork by area children, paper lanterns, and



### Annual Fundraising or Awards Event

Some communities coordinate an annual fundraising event that draws attention from the public to a thriving local art scene. The cornerstone of this fundraiser could be a “Community Arts Awards” event that recognizes excellence in various aspects of arts production, including arts administration, arts patrons, business support of the arts, community development, education, and outstanding artistic works and programs. Funds raised through the event generally are used to support a variety of art and cultural programs through a mechanism such as an arts council.

### Percent for the Arts

A “Percent for the Arts” program is a financing mechanism for funding the installation of public art where private funding is limited or nonexistent. Such policies most frequently take the form of a city ordinance, where a fee is charged to large new developments, usually as a percentage of the project cost.

A successful instance of this program is in Chicago, IL, which has had a Percent for Arts ordinance for funding original artwork since 1978. The ordinance stipulates that 1.33% of the cost of construction or renovation of municipal buildings and public spaces must be devoted to public art on the property. In addition, at least half of the commission must be given to Chicago area artists in order to support the local creative community.

### Marketing Art & Cultural Opportunities

Flint’s arts and cultural facilities are on par with facilities seen in cities double its size. They present a diverse range of offerings with facilities like The Whiting, which showcases national acts, to smaller facilities like the Flint Youth Theatre that provide local youths with opportunities in the performing arts. Places like Applewood Estate and Whaley Historical House and Museum provide visitors with a unique look at Flint’s cultural history. These first-class cultural facilities are some of Flint’s finest features, but would-be tourists may not know of them.

The community’s cultural institutions should market art and cultural opportunities in Flint. The Flint and Genesee County Chamber of Commerce has developed the “See What’s Possible” marketing campaign to promote Flint and Genesee County. In this campaign, many of the City’s major cultural institutions are highlighted utilizing multiple forms of media. It is important to continue to coordinate with the Chamber to promote available arts and cultural programming through this campaign.

Marketing will provide greater awareness of Flint’s many arts and cultural opportunities to residents and visitors who may not have previously known. This may include improving and maintaining a comprehensive and publicly available database of artists, creative professionals, and art venues including professional and informal artists, arts organizations, art galleries, and performing spaces.

Another approach may include improving wayfinding signage to create easier navigation to community cultural institutions.

### Civic Engagement

As the Arts and Culture Chapter was being developed, many community stakeholders noted the important role arts and culture can play as a vehicle for community dialogue. One example of that was the Artist in Residence component of the NEA Our Town Grant, which placed an artist in each of the City’s nine wards to help engage residents in discussions about the Master Plan through arts and cultural activities. As the work of implementing the Master Plan begins, it will be critical to continue to engage residents and arts and culture can serve as a tool for ongoing civic engagement.

In addition, arts and culture will remain a valuable conduit for opening community conversations around challenging topics and social and political differences. Organizations should draw upon the power of the arts to create conditions for thoughtful dialogue and exchange when seeking to bridge divides.

Many cities have an Arts Authority or Arts Commission in charge of shepherding local arts and culture plans, leading marketing efforts, advocating for arts and culture funding, and in some cases distributing funding generated through programs such as a “Percent for the Arts.” These organizations may or may not be operated under the auspices of a local government authority. While it is clear that the City of Flint must be involved in helping implement the Arts and Culture Plan, it is unclear whether the City has the capacity to manage an Arts Authority or Commission.

However, during the development of this Plan, community stakeholders rallied around this notion of having a single coordinating body charged with making sure the Arts and Culture Plan is being actively implemented. Therefore, it is recommended that additional meetings are convened with various stakeholders including representatives from local government (both city and county) to look into whether an existing organization could fulfill the role or whether a new coordinating body should be formed, and determine the appropriate role for such an entity.



This section presents the strategies needed to implement the goals and objectives of the Arts & Culture Plan. Taken together, the objectives and strategies included in this section provide specific direction and serve as a guide for the evaluation of development proposals and land use alternatives.

To provide the City with a reliable policy guide for decision-making, the objectives and strategies are based significantly on community input received through the master planning process. In addition to broad community input, these objectives and strategies are based on input from the 20-member Arts and Culture Advisory Group, Steering Committee, City officials, City staff, and observations and assessment from the Imagine Flint Project Team.

### Implementation Matrix

The following Implementation Matrix groups strategies by topic within each objective and identifies anticipated time frame, relative cost, and the entities, including City of Flint departments and partner organizations, potentially responsible for the implementation. The matrix also identifies key metrics needed to track implementation progress.

#### Time Frame

A general time frame is assigned to each strategy, considering the cost of various types of improvements and their ability to set other actions in motion. Generally, low-cost strategies with easy implementation are given the short-term time frame, though some other actions are given this designation based on their high level of priority in meeting community objectives or ensuring the safety of residents.

Each strategy in the Implementation Matrix is indicated with one of the following:

- **Short:** low-cost, ease of implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 1-5 years
- **Medium:** important actions that have some level of significant cost, and can be implemented within the next 5-10 years
- **Long:** actions that often require significant amounts of funding that must be planned for over time, or require other strategies to be completed prior to their implementation

#### Public Cost Estimate

Public cost estimate is represented by a scale ranging from \$ to \$\$\$\$. The costs in this column refer only to public costs. Below is a description of the cost scale:

- **\$:** Actions that require primarily internal staff time requiring mostly regulatory changes, policy updates, or strategic partnerships with limited outside funding required
- **\$\$:** Actions that require outside consulting services assistance or relatively minor investment in infrastructure or project development
- **\$\$\$:** Actions that require intensive planning, engineering, or design, and significant investment in infrastructure or project development

#### Responsible Entities & Partner Organizations

City government alone is not capable of implementing the Master Plan. This is a community vision which relies upon Flint's greatest assets, its people and community stakeholders to help implement desired aspirations."

With regard to citing those entities responsible for implementation, it should be noted that it is anticipated that, from a policy standpoint, the Mayor and City Council will be involved in the majority of these actions.

Where a City Department should be involved, that department has been listed. Where general administrative leadership is needed, the City of Flint has been listed. Strategies, such as recommended technical studies and analyses that would likely benefit from outside expertise, have also been highlighted.

#### Unforeseen Partnership Opportunities

Every effort was made to identify a comprehensive list of potential partner organizations for inclusion in the implementation matrix. As a community of over 100,000 with a rich history of volunteerism and over 100 foundations active in Genesee County, there may be instances where a deserving organization that is well-matched to one of the plan objectives or strategies has been excluded from a list of potential partners for a given topic.

Similarly, there may come a time when a partner organization identified in the implementation table merged with another organization or otherwise ceases to exist. As with the rest of the Master Plan, the implementation table is a flexible document that should be regularly updated and revised to reflect the evolving needs and assets of the Flint community.

#### Progress Indicator

Key progress indicators have been provided for each strategy grouping. Progress indicators identify quantifiable metrics for which data should be available on a regular basis and indicate desired trends for each metric. These indicators represent measurable achievements that move the City toward realization of Master Plan objectives. These progress indicators will enable the City to monitor its effectiveness at implementing plan recommendations.

**ARTS & CULTURE IMPLEMENTATION MATRIX**

STRATEGY		TIME FRAME	PUBLIC COST ESTIMATE	DEPARTMENT / ORGANIZATION	PROGRESS INDICATOR
<b>Objective 1 Use art and cultural programming to create dynamic public spaces.</b>					
<b>Underutilized Spaces</b>	Establish a program to allow registered artists to scavenge vacant, City-owned properties for re-usable materials.	Medium	\$	<ul style="list-style-type: none"> <li>Community-Based Organizations</li> <li>City of Flint Planning &amp; Development Department</li> <li>Business Community</li> <li>Genesee County Land Bank Authority</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of arts related businesses in Flint</li> <li>Increase in the number of art installations</li> <li>Increase in the number of vacant spaces and underutilized buildings reclaimed for artistic or cultural purposes</li> </ul>
	Encourage pop-up cultural spaces in underutilized storefronts.	Medium	\$		
	Empower local residents to reclaim vacant spaces utilizing community arts projects.	Medium	\$		
	Partner with community artists to create temporary art installations in brown fields, along fences, overpasses, viaducts and other spaces in the City.	Short	\$		
	Work with partners to reclaim houses and convert to artist housing.	Medium	\$\$		
	Create community art centers throughout Flint by reusing closed schools and/or other abandoned buildings	Long	\$\$\$		
	Select and install art in public places.	Medium	\$		
<b>Revitalization Guidelines</b>	Create a plan to employ local artists in helping re-imagine and revitalize Flint's 67 parks.	Short	\$	<ul style="list-style-type: none"> <li>Community-Based Organizations</li> <li>Arts Council</li> <li>City of Flint Planning &amp; Development Department</li> <li>City of Flint Department of Parks &amp; Recreation</li> <li>Genesee County Parks Department</li> <li>Local Funders</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of art installations in the City's parks</li> <li>Increase in the number of proposals for revitalized public spaces</li> </ul>
	Create guidelines and incentive programs to convert underutilized spaces for cultural uses.	Short	\$		
	Develop policy guidelines for the maintenance of future public art.	Short	\$		
<b>Objective 2 Integrate arts and culture into Flint's neighborhoods.</b>					
<b>Neighborhood Involvement</b>	Work with local artists and creative professionals to help neighborhoods express their local identity and increase citizen involvement and pride.	Short	\$	<ul style="list-style-type: none"> <li>Community-Based Organizations</li> <li>Community Artists and Creative Professionals</li> <li>Arts Council</li> <li>Downtown Development Authority</li> <li>Neighborhood Associations &amp; Block Clubs</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of art installations in each of the City's neighborhoods</li> <li>Increase in number of culturally relevant art, events, and programming</li> </ul>
	Develop arts and cultural opportunities that are representative of our City's demographics and cultural heritage.	Short	\$		
	Ensure cultural events are appealing and accessible to, and inclusive of all residents of Flint.	Short	\$		
<b>Neighborhood Centers</b>	Work with local partners to advocate for arts, facilities and programs throughout the City.	Short	\$\$	<ul style="list-style-type: none"> <li>Community-Based Organizations</li> <li>Arts Council</li> <li>Downtown Development Authority</li> <li>Local Businesses</li> <li>Neighborhood Associations &amp; Block Clubs</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of residents engaging in arts and cultural related activities</li> <li>Increase in the number of neighborhoods housing artists or artist facilities</li> <li>Increase in the number of art programs and facilities outside of the Downtown and Cultural Center</li> </ul>
	Encourage private businesses to integrate arts and culture into their space and provide a platform for cultural activities.	Short	\$		
	Develop neighborhood based arts and cultural programming located in multi-purpose community centers.	Medium	\$\$		
<b>Objective 3 Expand access to and involvement in arts and cultural activities.</b>					
<b>Access &amp; Involvement</b>	Work with major cultural institutions and the Arts Council to increase accessibility and provide arts and cultural programming for a wide range of interests.	Short	\$	<ul style="list-style-type: none"> <li>Community-Based Organizations</li> <li>Arts Council</li> <li>Local Funders</li> <li>City of Flint</li> <li>Genesee County</li> <li>Mass Transit Authority</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of diverse arts and cultural programs and activities</li> <li>Increase in annual revenues of grassroots, community-based organizations</li> <li>Increase in residents engaging in arts and cultural related activities</li> </ul>
	Build the capacity of grassroots, community-based providing arts and cultural programming for underserved populations.	Short	\$		
	Increase involvement in arts and cultural activities by addressing other challenges to access such as safety in public spaces, zoning and policy, effective communication, geographic distribution, and transportation.	Short	\$\$		



**ARTS & CULTURE IMPLEMENTATION MATRIX**

STRATEGY		TIME FRAME	PUBLIC COST ESTIMATE	DEPARTMENT / ORGANIZATION	PROGRESS INDICATOR
<b>Objective 4</b>	<b>Increase youth participation in arts and cultural programming.</b>				
<b>Arts Involvement</b>	Provide youth arts exhibit spaces with curated exhibitions featuring youth-only art.	Short	\$	• Flint Community Schools	<ul style="list-style-type: none"> <li>• Increase in the number of children participating in arts and cultural activities and visits to art and cultural venues</li> <li>• Increase in the number of youth only artworks on display</li> </ul>
	Advocate for the creation of artistic and cultural venues for youth and their families.	Medium	\$	• Local Colleges & Universities	
	Encourage collaboration among the community's many colleges, universities, and public schools.	Medium	\$	• Community-Based Organizations	
	Ensure cultural events are appealing and accessible to, and inclusive of all Flint residents, particularly youth.	Long	\$	• Arts Council	
	Create internships and externships opportunities for aspiring, young artists.	Short	\$	• Youth Serving Agencies • Religious Institutions	
<b>Arts Education</b>	Invite regionally and nationally acclaimed artists to give lectures, demonstrations, and critiques with local artists.	Short	\$\$	• Flint Community Schools	<ul style="list-style-type: none"> <li>• Increase in the number of visiting artists at local institutions</li> <li>• Increase in the number of arts related courses for grades K-12</li> <li>• Increase in the number of before and after school arts programs</li> <li>• Increase in the number of K-12 and higher education graduates choosing arts related career paths.</li> </ul>
	Forge partnerships between the education and arts to integrate arts into the S.T.E.M. (Science, Technology, Engineering, and Math) education model.	Medium	\$\$	• Local Colleges & Universities	
	Assist Flint Community Schools in integrating arts and cultural education into the curriculum.	Medium	\$	• Flint Public Library	
	Work with Parent Teacher Organizations to encourage active parent involvement in the arts and their children's artistic endeavors.	Short	\$	• Children's Museum	
	Partner with community organizations to initiate arts and cultural programming for pre-K-12 during and after school.	Short	\$\$	• Sloan Museum and Longway Planetarium	
	Create internship, externship, and apprenticeship opportunities for students to gain hands on experience with local artists and creative professionals or with arts and cultural organizations.	Short	\$	• Flint Institute of Arts • Flint Institute of Music • Community-Based Organizations • Arts Council • Parent Teacher Organizations	
<b>Objective 5</b>	<b>Develop a thriving local "creative economy" of artists, creative professionals, and cottage arts industries.</b>				
<b>Creative Business Enterprise</b>	Provide low and/or no-cost loans to creative enterprises.	Short	\$	• ArtServe Michigan	<ul style="list-style-type: none"> <li>• Increase in the number of new art or cultural startup businesses</li> <li>• Increase in the number of performances given by local artists</li> <li>• Increase in the number of art related employees</li> <li>• Decrease in industrial waste going into local landfills</li> <li>• Increase in the number of low and no-cost loans given for creative enterprises</li> </ul>
	Work with the Downtown Development Authority to develop a plan to support artist related businesses in Downtown.	Short	\$	• Chamber of Commerce	
	Revise zoning and building codes to encourage artist live/work, incubator, and retail spaces.	Short	\$\$	• Local Funders • Arts Council	
	Create an online artist marketplace for opportunities to sell artwork.	Short	\$\$	• Community-Based Organizations • Downtown Development Authority • Planning & Development Department	
<b>Artist Resources</b>	Create incentives to encourage artists to move into areas seeking reinvestment.	Short	\$	• ArtServe Michigan	<ul style="list-style-type: none"> <li>• Increase in the number of new arts or cultural startup businesses</li> <li>• Increase in the number of artists utilizing low-cost health insurance</li> <li>• Increase in the number of performances given by local artists</li> <li>• Increase in the number of art related employees</li> <li>• Decrease in industrial waste going into local landfills</li> </ul>
	Work with local partners to provide low-cost portable equipment rental for mobile stage productions.	Short	\$	• Chamber of Commerce	
	Provide low-cost health insurance programs for self-employed artists.	Short	\$	• Local Funders	
	Provide more opportunities for artists to exhibit and perform their work in public spaces and buildings.	Medium	\$	• Arts Council	
	Make City Hall Dome available for use by local artists and equip with equipment resources for artists.	Medium	\$\$	• Community-Based Organizations • Downtown Development Authority	
	Create an artist resource center to provide equipment, workspace, and general information to local artists.	Medium	\$	• Planning & Development Department	

ARTS & CULTURE PLAN IMPLEMENTATION

**ARTS & CULTURE IMPLEMENTATION MATRIX**

STRATEGY		TIME FRAME	PUBLIC COST ESTIMATE	DEPARTMENT / ORGANIZATION	PROGRESS INDICATOR
<b>Arts &amp; Culture Appreciation</b>	Invite artists and creative professionals to perform or display artwork at public events and public meetings.	Short	\$	<ul style="list-style-type: none"> <li>Neighborhood Associations &amp; Block Clubs</li> <li>Community-Based Organizations</li> <li>Arts Council</li> <li>City of Flint</li> <li>Genesee County</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of performances and displays by local artists</li> <li>Increase in the percentage of artists serving on the City Commissions, Neighborhood Associations, and Block Clubs</li> </ul>
	Encourage artists and creative professionals to serve on City Commissions, Neighborhood Associations, and Block Clubs.	Short	\$		
	Support networks to connect neighborhoods with community-wide arts and culture resources.	Long	\$		
<b>Objective 6</b>	<b>Brand Flint as a regional art hub and market Flint's cultural offerings both internally (to residents) and externally (to tourists, prospective residents, and businesses).</b>				
<b>Information Access</b>	Improve and maintain a comprehensive and publicly available database of artist and art infrastructure including professional and informal artists, arts organizations, art galleries, and performing spaces.	Short	\$	<ul style="list-style-type: none"> <li>Arts Council, Chamber of Commerce</li> <li>Downtown Development Authority</li> <li>Flint Public Library</li> <li>ArtServe Michigan</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of visitors to Flint's arts and cultural facilities</li> <li>Increase in the number of cataloged public art work</li> <li>Increase in number of people utilizing arts and cultural information webpages</li> </ul>
	Catalog current public art work in Flint.	Short	\$		
	Establish a single portal of art and cultural information to better promote Flint's rich arts and cultural assets.	Short	\$		
<b>Advertising &amp; Marketing</b>	Improve wayfinding and signage to create stronger access between the community cultural institutions.	Short	\$	<ul style="list-style-type: none"> <li>Local Media, Chamber of Commerce</li> <li>Arts Council</li> <li>Community-Based Organizations</li> <li>Downtown Development Authority</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of visitors to Flint's arts and cultural facilities and events</li> </ul>
	Create a multi-media marketing campaign to promote the City's major arts and cultural institutions.	Medium	\$\$		
	Share data and arts and cultural stories with local and national media to highlight the strength of Flint's Arts and Culture Community.	Short	\$		
	Use the vibrant local arts scene as a selling point in all advertising.	Short	\$		
	Advertise City history and traditions through public art installments and local festivals.	Short	\$		
<b>Objective 7</b>	<b>Develop a sustainable, long-term mechanism to implement the Arts &amp; Culture Plan and create a stable funding source for arts and culture organizations and programming.</b>				
<b>Funding</b>	Explore the development of a formal coordinating entity such as an Arts Authority to lead the implementation of the Arts & Culture Plan including fund raising.	Short	\$	<ul style="list-style-type: none"> <li>Local Funders</li> <li>Arts Council</li> <li>Community-Based Organizations</li> <li>City of Flint Planning &amp; Development Department</li> <li>Genesee County</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the amount of outside funding secured for arts and cultural related programs</li> <li>Increase in the revenue generated from fundraising events</li> <li>Increase in the City revenue generated by arts or cultural related businesses and programs</li> </ul>
	Identify ways to increase funding for the arts in Flint, which could include mechanisms such as a United Fund of the Arts or Percent for the Arts.	Short	\$		
	Work collaborative with the county on the possible establishment of a city/county arts millage and/or hotel/motel tax fund.	Short	\$		
	Use an annual Community Arts Award event to highlight economic impact of arts and culture in the community.	Short	\$		
	Compile and publish data about the economic impact of arts and culture on the Flint economy.	Short	\$		
<b>Objective 8</b>	<b>Use the arts and culture to encourage civic discourse and community problem solving.</b>				
<b>Civic Engagement</b>	Expand the "Artists in Residence" program.	Medium	\$\$	<ul style="list-style-type: none"> <li>Arts Council</li> <li>Community Artists</li> <li>ArtServe Michigan</li> <li>Chamber of Commerce</li> <li>City of Flint</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of applications to participate as "Artists in Residence"</li> <li>Increase in the number of participants attending "Artists in Residence" programs</li> <li>Increase in number of public meetings involving artists to engage community</li> <li>Positive evaluation of public meetings</li> </ul>
	Invite artists to participate in designing community engagement activities and public meetings to facilitate positive dialogue.	Short	\$		

ARTS & CULTURE PLAN IMPLEMENTATION