

COMMONWEALTH OF MASSACHUSETTS

Executive Office of Housing and Economic Development

OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT

MASSACHUSETTS CULTURAL COUNCIL

FISCAL 2015 ANNUAL PLAN

6/1/2014

INTRODUCTION

The Massachusetts Cultural Council Fiscal 2015 Annual Plan is submitted pursuant to the requirements of the Office of Performance Management Oversight created by Chapter 240 of the Acts of 2010 – An Act Relative to Economic Development Reorganization. It includes goals set for the year and the performance measurements by which to evaluate goals, programs, and initiatives. Where applicable, this plan also shows alignments with the Commonwealth’s economic development plan and policy, Choosing to Compete in the 21st Century.

AGENCY OVERVIEW

The Massachusetts Cultural Council (MCC) is a state agency that promotes excellence, access, education, and diversity in the arts, humanities, and sciences to improve the quality of life for Massachusetts residents and contribute to the vitality of our communities. The Council pursues this mission through a combination of grants, services, and advocacy for nonprofit cultural organizations, schools, communities, artists and municipal cultural partnerships.

The Massachusetts Cultural Council is committed to building a central place for the arts and culture in the everyday lives of communities across the Commonwealth. The arts, sciences, and humanities have the power to build healthier, more livable, more vital communities. They enrich, exalt, and provoke. They are an essential part of a strong educational system. They contribute enormously to our economy. They build bridges across cultures. They can be used to address - or better yet, prevent - some of our most stubborn social problems. They help interpret the past and shape the future. They help to understand what it means to be human.

Massachusetts boasts an array of exceptional cultural organizations, beautiful and distinctive communities, and thousands of talented artists and educators. The MCC nurtures this creative ecosystem. We help organizations grow and change. We help schools enrich students' lives by weaving quality arts, humanities, and science programs into their curricula. We foster dialogue among cultural leaders on issues of shared importance, and make connections between artists and businesses. And we advocate on behalf of the cultural community-- ensuring that arts, humanities, and sciences have a voice in discussions about the future of the Commonwealth and its communities.

FISCAL YEAR 2015 ANNUAL PLAN

GOALS	STRATEGY	MEASUREMENTS
<p>Increase public and private resources for arts, sciences and the humanities in the Commonwealth.</p>	<p>Providing grants to cultural organizations, local cultural councils, schools, individual artists and municipal cultural partnerships in Massachusetts.</p>	<ol style="list-style-type: none"> 1. At least \$20 million in funding available annually to MCC grantmaking by 2020. 2. Originate at least \$150 million in Cultural Facilities Fund grants by 2020 3. # and \$\$ amount of grants provided. 4. 100% success on potential grantees meeting matching fund requirements.
<p>Economic Development Plan Alignment: This goal mainly supports the overall statutory mission of the MCC and its operations. The MCC’s programs and operations generally support various items from the Economic Development Plan as further described in “Additional Information” below.</p>		
<p>Efficiently invest state funds in Commonwealth’s cultural sector.</p>	<p>Improve the process and results of providing grants to cultural organizations, local cultural councils, schools, individual artists and municipal cultural partnerships in Massachusetts.</p>	<ol style="list-style-type: none"> 1. Top-to-bottom reviews (<i>kaizens</i>) of all MCC grant processes and individual grant programs by 2015. 2. Increase applications from and investments in Gateway Cities and under resourced rural communities by 50% by 2020.
<p>Economic Development Plan Alignment: Above goal aligns most closely with category 4 (ease of doing business), subcategory 4.1 (ongoing programmatic review) and category 2 (support innovation,) subcategory 2.3 (expanding the culture of innovation).</p>		
<p>Preserve and encourage cultural participation in the Commonwealth.</p>	<p>Provide technical assistance to cultural organizations, local cultural councils, schools, individual artists and municipal cultural partnerships to help</p>	<ol style="list-style-type: none"> 1. Develop eight Program Performance Measures (for the eight primary MCC grant programs)

	them to develop tools, skills and relationships necessary for survival in the 21 st century.	that focus on inclusivity, accessibility and/or universal design. 2. Increase the number of instances of technical assistance offered to the MCC field by 25% by 2020.
Economic Development Plan Alignment: Above goal aligns most closely with Category 4 (increasing ease of doing business), subcategory step 4.2 (communicating resources in a clear and transparent way).		
Increase awareness as to the power of the arts, sciences and humanities to create healthy livable communities in the Commonwealth	Advocacy efforts on behalf of the arts, sciences and humanities.	1. Assure geographic representation of MCC placemaking initiatives by designating at least one cultural district in each Massachusetts senate district. 2. 100% participation by grantees in advocacy communications with public officials.
Economic Development Plan Alignment: Above goal most closely aligns with Category 3 (supporting regional development and local empowerment). Specifically the cultural districts initiative is a locally-driven cultural placemaking effort that furthers action steps 3.2.1 (instituting a collaborative local strategy) and 3.4.2 (responsive state investments).		

ADDITIONAL INFORMATION:

The Massachusetts Cultural Council is not an economic development agency. But when it performs its mission well, our economy is stronger: tourists visit and spend money, communities become destinations and better places to live, jobs are supported and created, and we attract innovators and build new businesses. The MCC does not focus on traditional economic development goals, but the goals listed above are geared toward its statutory purpose of supporting the Commonwealth’s arts, sciences & humanities. A healthy and vibrant cultural sector in Massachusetts is a necessary precondition to achieve the goals outlined in the Commonwealth’s economic development plan. Nevertheless, MCC’s programs and activities enhance and support the plan in many ways, and specifically support the following categories, sub-categories and action steps identified in the plan:

- Category 1 (advancing education and development) and specifically action step 1.2.3 (increasing the range of individuals served) and action steps 1.3.2 through 1.3.4 (increasing the attractiveness, effectiveness and broad appeal of STEM education) are supported through MCC’s creative youth development programs aimed at vulnerable young people (which was the focus of [a national summit](#) in March), MCC’s artist residency programs in schools and MCC’s advocacy adding an “A” for Arts to STE(A)M education programs.
- Category 2 (supporting innovation), action steps 2.3.1 and 2.3.2 (Supporting Gateway City and other local innovation) is supported through the MCC’s cultural district and other placemaking initiatives
- Category 3 (Infrastructure investments), is supported through MCC’s targeted investments of the Massachusetts Cultural Facilities Fund into an extensive backlog of deferred maintenance requests for the commonwealth’s cultural organization and is also supported by CFF’s funding of cultural organization capital projects which act as a catalyst to transformative developments of village and urban centers and create new opportunities for private investment, support neighborhood public/private partnerships, and increase of economic activity in the area immediately surrounding the project.
- Category 4 (ease of doing business) is supported by the Council’s practice of engaging in period of periodic programmatic review to ensure that grants and assistance are provided in as an efficient and fair manner as possible to the MCC’s grantees and partners in the cultural field. (According to a recent study, just the Greater Boston portion of this field represents an almost \$1.5 billion [economic engine](#) for the Commonwealth.)
- Category 5 (cost competitiveness) is supported by the MCC’s new accessibility education and funding initiative called “UP” designed to encourage Massachusetts cultural organizations appeal to the widest possible variety of audience/consumer/customers through by employing universal design principles both for cultural facilities and in developing programs. Cost competitiveness is also supported through the Cultural Facilities Fund which provides planning grants for organizations to address capital needs and maintenance and also capital grants for energy efficiency and access improvements.

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