



Power of culture

COUNCIL MEETING BOOK

ONE HUNDRED AND FIFTY-EIGHTH MEETING

OF

MASS CULTURAL COUNCIL

WEDNESDAY, MARCH 22, 2023

[blank]

MASS CULTURAL COUNCIL
WEDNESDAY, MARCH 22, 2023

TABLE OF CONTENTS

	<u>Page</u>
<u>Agenda and Resolutions</u>	<u>1</u>
<u>1. Open Meeting Law</u>	<u>4</u>
<u>3. Minutes – January 26, 2023</u>	<u>7</u>
<u>5a. Agency Updates</u>	<u>16</u>
<u>6a. Cultural District Designation-Cummington</u>	<u>23</u>
<u>6b. Cultural District Designation-Lexington</u>	<u>25</u>
<u>8. Cultural Equity and Access Report</u>	<u>27</u>
<u>9. Financial Update</u>	<u>29</u>
<u>10. FY24-26 Strategic Plan</u>	<u>33</u>

[BLANK]



Power of culture

**ONE HUNDRED AND FIFTY-EIGHTH MEETING
OF MASS CULTURAL COUNCIL**

WEDNESDAY, MARCH 22, 2023: 10:00 AM TO NOON

BROADCAST MEETING

MEETING WILL BE LIVESTREAMED ON MASS CULTURAL'S YOUTUBE CHANNEL AT

COUNCIL MEETING - YOUTUBE

MEETING MATERIALS WILL BE POSTED AT
<https://massculturalcouncil.org/about/board/>
UNDER "MARCH 22, 2023 COUNCIL MEETING"

****PLEASE NOTE-PRESENTATION ORDER BELOW SUBJECT TO CHANGE DEPENDING
UPON SCHEDULING AVAILABILITY ****

AGENDA VOTE

1. Call to Order, Welcomes and Open Meeting Law Notice
2. Mission Moment
3. Minutes
 - a) 157th Council Meeting X
4. Chair Report
5. Executive Director's Report
 - a) Agency Updates

- 6. Cultural District Designations **X**
 - a) Cummington
 - b) Lexington
- 7. Advocacy & Legislative Report
 - a) FY24 State Budget
- 8. Cultural Equity and Access Report
- 9. FY23 Financial Update
- 10. FY 24-26 Strategic Plan Discussion and Approval **X**
- 11. Adjourn



Power of culture

MASS CULTURAL COUNCIL

MARCH 22, 2023

RESOLUTIONS

Section 3

RESOLVED: To approve the minutes of the One Hundred Fifty-Seventh Meeting of Mass Cultural Council.

Section 6 (a)

RESOLVED: To approve the designation of a cultural districts in Cummington and Lexington, Massachusetts in accordance with the memoranda presented to the Council Meeting.

Section 6 (b)

RESOLVED: To approve the designation of a cultural districts in Cummington and Lexington, Massachusetts in accordance with the memoranda presented to the Council Meeting.

Section 10

RESOLVED: To approve and accept the FY2024-2026 Strategic Plan for the Mass Cultural Council in the form presented to the Council on March 22, 2023

OPEN MEETING LAW STATEMENT

Please note that this meeting is an open meeting of a public body subject to the Massachusetts Open Meeting Law. A notice of this meeting together with the agenda was posted on Mass Cultural Council's website 48 or more hours ago (excluding weekends and holidays).

This meeting shall be open and accessible to all members of the public except at such times when this body has voted to go into closed executive session under the Open Meeting Law.

This meeting is a virtual meeting held under the Open Meeting Law as modified under current law to permit online meetings. This meeting is being broadcast to the public on a publicly available YouTube channel as described in the posted meeting notice.

Instructions on how to contact the Council with questions or problems accessing the broadcast are also included in such notice. Only Council members, staff and invited guests will be provided access to the Zoom platform hosting the meeting. As a safety measure, in order to prevent disruption of the meeting or non-public communications among the participants, the Chair, Vice Chair and Executive Committee of Mass Cultural Council has asked staff to implement the following protocols for participants in on-line meetings of Mass Cultural Council or its committees:

- Any "chat" or similar function on the Zoom platform hosting the meeting shall be disabled.
- Other than Council members or participants specifically recognized by the Chair of the meeting, all Zoom platform participants will be muted and have no ability to share media or documents or project or type images or text.
- All participants in the Zoom platform may be required to enter a waiting room and digitally sign-in before being admitted.

- Any attendee in the Zoom platform who nonetheless causes a disruption will be summarily removed from the meeting at the discretion of the Chair.

This meeting is not a public hearing and public testimony will not be taken. Individuals may not address the meeting without permission of the Chair.

Any member of the public may record this meeting provided that they do not interfere with the meeting.

Draft minutes of the open session of this meeting shall be kept and shall be posted on Mass Cultural Council's website no later than 30 days after the meeting provided that such minutes shall not be considered official until they have been approved by this body in open session. Individuals asserting a violation of the Open Meeting Law may file a complaint with this body within 30 days or with the Attorney General's office thereafter.

TIPS FOR PARTICIPATING IN A VIRTUAL OPEN MEETING USING ZOOM OR OTHER VIDEOCONFERENCING PLATFORMS WHEN THERE ARE SEVERAL PARTICIPANTS

(adapted from several sources)

- In order to minimize background noise, please mute microphone when not speaking.
- Please raise hand in order to be recognized by the chair.
- In order for all members to have an opportunity to speak and be heard, please wait to speak until specifically recognized by the chair.
- If there are questions, please direct them to the chair and the chair will then recognize the appropriate person to respond.
- Please limit statements to three minutes.
- The chair will reserve the right to limit discussion in order to allow sufficient time for every member to be heard who wishes to speak.
- Modify Video Settings to “Hide all non-video participants”- this will make it easier to follow who is speaking and participating
- In the event of a service interruption during a Zoom call due to hackers, so-called “zoom bombing” or other technical difficulties, staff will indicate the call is to be terminated. Please exit the call and staff will circulate instructions by email for a new Zoom call to continue the meeting.



Power of culture

UNOFFICIAL DRAFT SUBJECT TO APPROVAL BY THE COUNCIL AT ITS NEXT MEETING

**MINUTES OF THE ONE HUNDRED-FIFTY SEVENTH MEETING
OF
MASS CULTURAL COUNCIL**

THURSDAY, JANUARY 26, 2023

ONLINE MEETING

Council Members Present were

Nina Fialkow, Chair
Marc Carroll, Vice Chair
Che Anderson
Barbara Schaffer Bacon
Karen Barry
Kathleen Castro
Jo-Ann Davis
Matthew Keator
Barbara Krauthamer
Allyce Najimy
Troy Siebels

Also Present were Mass Cultural Council Staff Members Michael J. Bobbitt, David Slatery, Catherine Cheng-Anderson, Jen Lawless, Bethann Steiner, Charles Baldwin, Dan Blask, Cheyenne Cohn-Postell, Kelly Bennett, Lani Asuncion, Maggie Holtzberg, Ann Petruccelli Moon, Carmen Plazas, Carolyn Cole, Sara Glidden, Kalyn King, and Kate McDougall; artists Sandeep Das, Veerane Pratap, and Bailey O'Donnell; MASSCreative Executive Director Emily Ruddock; and Kara Mewhinney and Joe Powers from the Town of Harwich.

Chair Nina Fialkow called the meeting to order at 10:02am and asked Deputy Director David Slatery to read the Open Meeting Law statement:

Please note that this meeting is an open meeting of a public body subject to the Massachusetts Open Meeting Law. A notice of this meeting together with the agenda was posted on Mass Cultural Council's website 48 or more hours ago (excluding weekends and holidays).

This meeting shall be open and accessible to all members of the public except at such

Prepared on 2/27/23

times when this body has voted to go into closed executive session under the Open Meeting Law.

This meeting is a virtual meeting held under the Open Meeting Law as modified under current law to permit online open meetings. This meeting is being broadcast to the public on a publicly available YouTube or other channel as described in the publicly posted meeting notice. Only Council members, staff and invited participants and guests will be provided access to the Zoom or other videoconferencing platform hosting the meeting. As a safety measure, to prevent disruption of the meeting or non-public communications among the participants, the Chair, Vice Chair and Executive Committee of Mass Cultural Council has asked staff to implement the following protocols for participants in on-line meetings of Mass Cultural Council or its committees:

- Any "chat" or similar function on the Zoom platform hosting the meeting shall be disabled.
- Other than Council members or participants specifically recognized by the Chair of the meeting, all Zoom platform participants will be muted and have no ability to share media or documents or project or type images or text.
- All participants in the Zoom platform must enter a waiting room and digitally sign-in before being admitted.
- Any attendee in the Zoom platform who nonetheless causes a disruption will be summarily removed from the meeting at the discretion of the Chair.

This meeting is not a public hearing and public testimony will not be taken. Individuals may not address the meeting without permission of the Chair.

Any member of the public may record this meeting provided they do not interfere with the meeting. The Chair will then inform the members of the meeting that they are being recorded.

Draft minutes of the open session of this meeting shall be kept and shall be posted on Mass Cultural Council's website no later than 30 days after the meeting provided that such minutes shall not be considered official until they have been approved by this body in open session. Individuals asserting a violation of the Open Meeting Law may file a complaint with this body within 30 days or with the Attorney General's office thereafter.

Executive Director Michael Bobbitt then reminded Council Members that there would be a Mission Moment at the beginning of all Council Meetings to spotlight a Massachusetts artist, program, or organization. Today, Indian tabla player and composer Sandeep Das who is recipient of a Traditional Arts fellowship from Mass Cultural Council was in attendance joined by two of his apprentices: Veerane Pratap and Bailey O'Donnell. Program Officer Maggie Holtzberg introduced Sandeep to the Council and then he along with Veerane and Bailey gave a brief musical demonstration and spoke about their work.

Nina then asked Council Members if they'd had a chance to review the Minutes from their last meeting on August 25, 2022 and, if so, she would look for a motion to approve them. Jo-Ann Davis moved to approve the minutes, and Che Anderson seconded the motion. By roll call vote and noting that Karen Barry abstained from the vote as she had not attended the August meeting and that

Karen Hurvitz, Simone Early, Ann Murphy, Cecil Barron Jensen, and Sherry Dong, were absent it was

RESOLVED: that the Council approves the minutes of the August 25, 2022 Council Meeting in the form presented to the Council.

Nina took a moment to welcome newly appointed Council Member Barbara Krauthamer who was appointed by Governor Baker in November. Dr. Krauthamer is Dean of the UMass Amherst College of Humanities and Fine Arts and a notable historian of slavery and emancipation in the 19th century American South.

Nina then asked Michael Bobbitt for his Executive Director's report.

Michael let Council Members know it had been a very busy summer and fall. Staff is continuing to operationalize the Agency's human resources and fiscal work and integrate into the state's Microsoft 365 system. Racial equity work is expanding as the Agency has entered year two of its Racial Equity Plan. Work on the new strategic plan with Strategy Matters continues, a more thorough update will come later in the meeting. At this point all FY22 grant programs have opened and all have seen an increase in the number of applicants. The biggest cross-Agency project is the two Cultural Sector Recovery grant programs (to be discussed later in the meeting) – the programs had to be designed, launched, marketed; a tremendous amount of customer service and outreach took place. Michael is very proud of how the team operationalized outreach as a priority. This focus on outreach will continue. In December Michael met with tribal leaders of indigenous residents to begin the conversation about what their communities need. The meetings were organized by scholar and activist Erin Genia, a member of the Agency's BIPOC Outreach Coordinator team. Michael, David, and Cathy Cheng-Anderson attended the NASAA conference and what they learned has inspired some of the work pertaining to the strategic plan.

Nina then asked Bethann Steiner for her legislative update. Bethann is joined today by MASSCreative Executive Director Emily Ruddock.

Bethann is happy to report that things have gotten quite busy at the State House. The new House and Senate have been sworn in along with the new Governor and Lieutenant Governor. Bethann and Michael have reached out to see how the Agency can work with the new legislature and the Healy-Driscoll administration. About a dozen conversations have already been started and staff is receiving lots of positive feedback about the work of the Agency. Governor Healy's first budget, H.1 is due to be released on March 1; budget negotiations will begin then. Members of the House and Senate have had a busy two weeks filing bills – 6,276 bills were filed. There are a number of bills that are of interest to the cultural sector. It's an exciting time with lots of work to come. MASSCreative is an important partner as the Agency's budget

advocacy work ramps up. Bethann then introduced MASSCreative's Executive Director, Emily Ruddock.

Emily thanked the Chair and Michael for inviting her to the meeting. She then shared her screen and gave a PowerPoint presentation focused on setting policy priorities based on input from the creative sector gathered through regional meetings, virtual sessions, and a survey. Emily outlined the top challenges facing the sector and four key priorities: increasing public funding, growing the creative economy and workforce, keeping artists and cultural groups in their communities, and developing the next generation through creativity. The full presentation is available upon request.

Nina thanked Emily and then moved to the next agenda item, an update on the Agency's outreach efforts. Program Officer for Equity & Inclusion Cheyenne Cohn-Postell and Communications & Community Engagement Manager Carmen Plazas provided an update.

Cheyenne explained that this presentation (a copy of which is available upon request) would focus on outreach efforts but not give outcomes as that information would come later in the meeting. She then shared her screen and explained the Agency's recruitment goals and strategy. Staff worked to find new contacts for the Agency and connect with existing contacts, especially those who had applied and not received a grant previously. Staff created materials to promote applicant success, sample applications, FAQs, and held info sessions; they also made space for applicants to ask questions and give feedback.

Carmen told Council Members about the Agency's outreach communication efforts. A digital campaign was launched that included motion graphics, a very engaging video of Michael encouraging the sector to apply, and a communications toolkit for the Agency's partners. Carmen also hosted Mass Cultural Council's first Instagram Live – which staff is now using for other grant programs, as well – and joined the Instagram Lives of other organizations in both English and Spanish. Staff also sent more than 1,100 introductory emails to new contacts, spent more than 130 hours delivering information sessions, office hours, and one-on-one meetings, and hosted three outreach events.

Cheyenne added that as part of our outreach efforts, we focused on simplification- for example the application for the Individual Recovery program was designed to only 10 minutes to complete, decisions were not based on any evaluation of any the artistic work but upon basic eligibility, the program prioritized equity, and was deliberately designed to fund at least 3000 artists and cultural workers. Staff will continue the internal work of making programs accessible, equitable and simple.

Nina thanked Cheyenne and Carmen for their report and then asked Grants

Committee Chair Jo-Ann Davis for her report.

Jo-Ann began her report by commenting on the astonishing work the staff team as done with regard to grantmaking. The Grants Committee met on January 11th and voted to recommend approval of the process and recommendation for Cultural Sector Recovery Grants for Organizations and Individuals. She then asked Michael and Operations Director Jen Lawless to lead the discussion on the programs, but before doing so thanked the staff team again for their efforts; the work is like nothing she has ever seen before, and the results are impressive.

Jen gave a quick high-level overview. In FY22 the Agency received 3,655 applications and made 1,847 grants. In FY23 for the two Cultural Sector Recovery programs alone the Agency received 8,592 applications and will make 5,219 grants. Staff is also in the process of making roughly 1,700 to 1,800 of Mass Cultural Council's typical FY23 grants. This puts the Agency's total FY23 grants in the range of nearly 7,000 grants.

Jen and Program Manager Sara Glidden then reviewed the Organizations program more specifically and shared a PowerPoint presentation, which is available upon request. The Agency received 1,359 applications and determined that 1,219 were eligible and will be recommended to receive a grant. Staff verified the financial information of all 1,219 eligible organizations and then worked to determine grant amounts, ranging from \$5,000 to \$75,000.

At this point, David interjected mentioned that due to attendance and availability of Council members for today's meeting and quorum issues, it was going to be necessary to take things out of order from the Agenda in order to ensure all present members were able to vote. Council Member Kathy Castro had indicated previously she needed to leave early, and he enquired if she could record her vote on the Cultural Sector Recovery Programs and Cultural Districts now before departing. Kathy stated that she has complete confidence in the recommendations of the staff and upon later submission of a motion therefor, duly seconded, is pleased to vote YES on all votes approving funding for and processes concerning the Cultural Sector Recovery Grant programs for Individuals and Organizations and also the designation of the Cultural Districts in the form set forth in the meeting materials.

At this point, Jo-Ann asked staff to proceed with a discussion of the next program.

Program Manager Dan Blask provided addressed the Cultural Sector Recovery Grants for Individuals program. He outlined the process for grant applications and eligibility and prioritization points scoring and said that the grant review team brought compassion to every step. Staff has identified 4,000 individuals to receive a grant. Dan acknowledged that Lani Asuncion had joined the team as a temporary program officer and worked on reviewing the applications;

reaching out to many applicants individually to fix issues. Dan is pleased to report that grants are being recommended for an incredibly broad range of artists and creatives: a woodwind conservator, an African headwrap artist, DJs, drag artists, American Sign Language interpreters working in the arts, and a historic gravestone conservator to name just a few.

Jo-Ann thanked Jen, Sara, and Dan for their presentations and asked David to explain the voting process today.

David then explained that in addition to the votes on the programs, staff is also seeking a vote on the reallocation of \$5 million in pandemic recovery funds from the program for Organizations (as originally set forth in FY23 Spending Plan approved last August) to the program for Individuals. All eligible organizations are proposed to be funded and there remains \$5 million left over which can be transferred to the Individuals program, and this re-allocation allows the Agency to fund an additional 1,000 individuals.

He also explained that Council Members will be voting on the approval of the Cultural Sector Recovery Grants program as described in the meeting materials and not be voting on 5,218 names, rather they will be voting on the process staff used to arrive at this list of recommended organizational and individual grantees circulated with the meeting materials. Those grantees were selected by staff as described in the grant memoranda. David further explained that while staff did ask Council Members to disclose any connections and potential conflicts with cultural organizations and such disclosures are contained in the meeting materials, that, as Council Members will not be voting specifically on any particular grantees, the members will not need to recuse or abstain from any vote due to a connection to any listed grantee.

David then suggested that the Council vote on items 9c, 9d, and 9e as listed on the meeting agenda – which pertained, respectively, to the reallocation of pandemic recovery funds, the Individuals grants program, and the Organizational grant program – as one vote if Council Members are agreeable and no objections were heard.

Nina, as Chair, called for a vote and asked David to read the roll. During the roll, it was noted that the motion had not been made and seconded but the Council members elected to proceed as if it had. With the following members voting in approval- Nina Fialkow, Marc Carroll, Jo-Ann Davis, Karen Barry, Che Anderson, Barbara Schaffer Bacon, Troy Siebels, Barbara Krauthamer, Kathy Castro (as noted earlier) and Matthew Keator (indicating by chat comment due to microphone problems) and the following members absent- Ann Murphy, Simone Early, Cecil Barron Jensen, Sherry Dong, Karen Hurvitz, and Allyce Najimy (who had to leave early), it was

RESOLVED: that the Council approve a \$5,000,000 reallocation of Pandemic Recovery Funds from the Cultural Sector Recovery Grants program for Organizations the Cultural Sector Recovery Grants program for Individuals (as set forth in the FY 23 Budget and Program Allocation Plan) so that now \$31,080,000 is allocated to the Cultural Sector Recovery Grants program for Organizations and \$20,000,000 is allocated to the Cultural Sector Recovery Grants program for Individuals.

RESOLVED: To approve the award of grants under the Cultural Sector Recovery Grants program for Organizations as described in the memo presented to the Council on January 26, 2023.

RESOLVED: To approve the award of grants under the Cultural Sector Recovery Grants program for Individuals as described in the memo presented to the Council on January 26, 2023.

Nina then moved to the next agenda item asking Program Officer Carolyn Cole for her presentation on the two recommended Cultural Districts in Harwich.

Carolyn thanked Nina and gave a presentation on the districts. The Harwich Center Cultural District includes numerous historic facilities, important historical assets, small and unique retail and restaurants, pocket parks, and the 204/Harwich Cultural Center – a repurposed elementary school that is now home to more than 40 artists and creators. The Harwich Port Cultural District is a main street with a mix of commercial uses including retail, restaurants, and galleries. It also offers Art in the Park, Port Nights, and sea shanties that are the summer homes of visiting artists.

Karen Barry asked how many other communities have two Cultural Districts and what it is that qualified Harwich to have two.

Carolyn explained that there are three different municipalities that have two Cultural Districts. With respect to Harwich, each proposed district has a distinct identity. One district area has a historic feel and is full of economic drivers that are attractive to tourists, the other district area is a bustling main street. The team did a deep dive on Harwich and in experiencing the town felt a strong difference between the two districts as two different cultural identities. Having two districts will foster a collaborative mindset and bring double the dollars to the local community.

The Chair recognized Joe Powers, Town of Harwich Administrator and Kara Mewhinney, the Town's Director of Cultural Affairs who both thanked the Council for their consideration and expressed that they were honored to attend the Meeting.

At this time, Nina called for a vote on the two recommended Districts. Barbara Schaffer Bacon moved to approve the recommendations; Jo-Ann Davis seconded the motion. With the following members voting in approval- Nina Fialkow, Marc Carroll, Jo-Ann Davis, Karen Barry, Che Anderson, Barbara Schaffer Bacon, Troy Siebels, Barbara Krauthamer, Kathy Castro (as noted earlier) and Matthew Keator (indicating by chat comment due to microphone problems) and the following members absent- Ann Murphy, Simone Early, Cecil Barron Jensen, Sherry Dong, Karen Hurvitz, and Allyce Najimy (who had to leave early), it was

RESOLVED: To approve the designation of a cultural districts in Harwich Port and Harwich Center, Massachusetts in accordance with the memoranda presented to the Council Meeting.

Nina then asked staff for a Financial report. David explained that the Agency is at the midpoint in the fiscal year and introduced Budget & Fiscal Operations Manager Kate McDougall who shared her screen and provided the Council with an update on items that have changed since their August meeting. A copy of the presentation is available upon request.

To conclude the meeting, Vice Chair Marc Carroll gave an update on the strategic planning process assisted by David who shared a PowerPoint presentation, a copy of which is available upon request. Marc explained that the process began in September and is scheduled to conclude in April. The Strategic Planning Task Force is working with Strategy Matters. Council Members were shown a list of tasks the Task Force and the leadership team has accomplished thus far, with more work to take place in the coming months. The Task Force worked on the Agency's values statement – what is most important to us as an Agency in the realm of the work we do for the creative and cultural sector. The values statement was crafted with input from Council Members and staff, and from there the Strategy Matters team drafted statements which the leadership team worked to revise. The vision statement speaks to the world we hope to create. The Agency wants to have a broad vision that allows it to identify allies and non-allies, wants to work with organizations who share in our vision. The vision statement was created with input by Council Members and staff at the October retreat. Finally, the mission statement was developed and designed to explain the role we will play as we build a more perfect world. The Task Force also worked with Strategy Matters to help draft Mass Cultural Council's Theory of Change and clarify the pathways the Agency can take to achieve a more perfect world. The Task Force also worked to create more ideas for the Mission Statement using the SWOT (Strengths Weaknesses, Opportunities & Threats) analysis (which had previously been distributed to the Council Members and is available upon request. The next step in the process is the goal planning retreat on March 1st. All Council Members are invited to the retreat and all staff members will attend. Marc expressed his thanks to his fellow Task

Force members and the leadership and Strategy Matters teams.

Nina added that Strategy Matters has been wonderful to work with and that she is looking forward very much to the planning retreat in March. That concluded the meeting agenda and Nina, as Chair, adjourned the meeting at 12:04pm.



Power of culture

To: Mass Cultural Council
Fr: Staff
Dt: March 22, 2023
Re: Agency Updates

EXECUTIVE

EXECUTIVE

Executive Committee. The Executive Committee met on March 3 to approve out of state travel as discussed in the Finance Update contained in Section 9 of the meeting materials and to approve the agenda for today's Council meeting.

New Council Member. We happy to report that Mark Snyder was [appointed to the Council by Governor Baker in January](#). The Chair, Vice Chair and staff conducted a Council Member Orientation on March 14 and today will be Mark's first meeting.

LEGISLATIVE, ADVOCACY AND PUBLIC AFFAIRS

- On March 1 Governor Healey released the first [budget of her term, H. 1](#), a \$55.5 billion spending plan for Fiscal Year 2024. The Healey/Driscoll Administration has consistently messaged their intention to uplift and support the creative and cultural sector and this is apparent in its budget recommendation. Mass Cultural Council received \$25 million in H. 1; the largest funding amount likely ever proposed by a Governor's budget. This represents an 11.1% increase to our current operating budget. Mass Cultural Council will testify on H. 1 during the Joint Committee on Ways & Means hearing in Gloucester on March 31. The House budget debate takes place in April; the Senate budget debate takes place in May. FY24 begins on July 1. Thank you to all Council members who reached out to the Governor to thank her for her investment in H.1 and to their legislators to urge them to embrace the Governor's funding recommendation.
- The Speaker and Senate President have made their Leadership and Committee appointments. Mass Cultural Council works closely with the

Chairs, Members, and staff of the Joint [Committee on Tourism, Arts & Cultural Development \(TACD\)](#). We have strong existing relationships with the panel's new Chairs, Senator Paul Mark (D- Becket) and Rep. Mindy Domb (D-Amherst). Both represent communities that have vibrant cultural sectors, understand the importance of our work, and have been very supportive in past sessions. Michael and Bethann have met with both Chairs and have reached out to the new TACD Committee members to build strong relationships for this legislative session. Thank you to all the Council members who reached out to the new Chairs or Committee members to congratulate them on this policy assignment.

- Mass Cultural Council hosted more than 300 people in the Great Hall of the State House on Feb. 15 to announce and celebrate the recipients of our two [\\$51M pandemic recovery grant programs](#). Thank you to all the Council members and staff who attended and help make the event a success. Public Affairs will now produce four regional events to celebrate with those who could not join us in Boston. All Council members are invited to these events, please reach out directly to Bethann or Ann to RSVP. We will be in South Yarmouth on March 10, Worcester on March 13, Beverly on March 20, and Williamstown on March 31. All events begin at 11am and full details are available on [Agency Dates](#).

CULTURAL INVESTMENT PORTFOLIO (CIP)

Cultural Investment Portfolio. The CIP team hosted a webinar in mid-February for current Portfolio and Gateway grantees to walk them through the year end reporting requirements. More than 100 grantee organizations registered, and the recording is posted on Mass Cultural Council's website. The presentation was live captioned, and ASL interpretation was provided.

Although the CIP team has not been conducting site visits, we continue to provide consultations with CIP organizations and potential applicants through online platforms.

Cultural Sector Recovery Grant Program.

Recovery grants for more than 1,200 recipients were announced in late January. The CIP team continues to provide support to grantees and denied applicants.

Card to Culture . CIP Program Officer Greg Torrales is working the partner agencies to promote the organizations participating in the Card to Culture program by providing event information for the agencies to share with the cardholders. This information is organized by geographic region and supports the cultural organizations by providing marketing support to reach cardholders.

[A recent blog post](#) highlighted new participating organizations. Two hundred and seventy participating organizations submitted an annual report for 2022, reporting just under 300,000 free or discounted admissions for Card to Culture participants.

Gaming Mitigation. The FY23 Gaming Mitigation program announced grants to 43 performing arts centers across the Commonwealth totaling \$3,737,400 to help with the costs associated with hosting touring artists and shows. The minimum grant amount was raised from \$2,500 to \$5,000, so awards ranged from \$5,000 to \$250,000. CIP Program Officer Lillian Lee is providing contract support to the grantee organizations.

FESTIVALS & PROJECTS

CIP Program Officer Kalyn King and Communities Program Officer Timothea Pham jointly administer this program.

The FY23 Festivals & Projects grant application closed on December 15, 2022. Staff received 790 applications, more than double the amount received in the prior grant cycles for Festivals and Projects. Due to the high volume of applications and some internal changes, the announcement date was pushed from late February to March. Due to a reallocation of some reserve funding (discussed in the Finance Update in Section 9 of these materials), staff now anticipates supporting 650 grants- representing an additional 100 festivals/projects beyond what was previously anticipated. Application review is in the final stages grant awards will be announced in the coming weeks.

COMMUNITY INITIATIVE

The Community Initiative team is in the process of completing the Local Cultural Council (LCC) grant cycle with only seven councils still needing to file their Annual Reports. In the coming months the team will be visiting their Councils' events and award ceremonies as well as planning regional convenings and community check-ins.

The Communities Team hosted a table at the Mass Municipal Association meeting to further make connections between municipalities, LCCs and Cultural Districts. We will also be working to connect with partners who are working in arts and culture and the creative economy within communities to support deeper community engagement and development in their municipalities.

Local Cultural Councils. The FY23 LCC program received an allocation of \$5.5 million for the 329 councils across the Commonwealth. In FY23 the councils received just over 11,800 applications requesting \$16.5 million in funds. LCCs will make around 7,500 grants totaling just over \$7.2 million in funds. The amount granted includes the LCC allocation as well as unspent funds from prior cycles,

municipal matches, and fundraising efforts of the Councils. This means LCCs are approving roughly 63% of the applications they receive but are only able to fund 44% of the amount requested. At the time of this writing, as noted above, a few councils are still in the process of completing their annual reports, which is why the numbers not exact.

Cultural Districts. Fifty-two districts, thus far, have received this year's round of \$15,000 CDI grants, totaling \$780,000. These grants support our sectoral leaders in stabilizing themselves, as well as their partners, communities, and constituents, through the ongoing and after-effects of the pandemic, as well as in implementing initiatives in areas pivotal to their growth and sustainability.

Two new Cultural Districts were designated at the January Council meeting: Town of Harwich – 1.) Harwich Port Cultural District, and 2.) Harwich Center Cultural District. Two additional districts will be presented to the Council at its March meeting: Town of Cummington - Cummington Cultural District, and Town of Lexington – Lexington Cultural District.

Staff continues to field inquiries from prospective Cultural Districts including Holyoke, East Somerville, Brookline, Middleborough, Adams, Melrose, Ipswich, Danvers, Dennis, Oak Bluffs, Watertown, and Norwood. Conversations will continue in the coming months.

In compliance with new protocol for Cultural Districts working through their fifth year of designation, Program Officers continue to meet with district leaders and partners to assess their successes, challenges and needs to ensure they are being properly supported as they progress.

Finally, the Agency continues to implement a 10th Anniversary campaign to celebrate the 14 inaugural Cultural Districts reaching their 10-year designation milestone. The campaign kicked off with a highly publicized event in January, a blog post, and collective and accessible digital marketing strategy.

ARTISTS

Cultural Sector Recovery Grants for Individuals. On February 15, 2023 at a packed event at the Massachusetts State House, the Agency announced \$20 million, or 4,000 grants of \$5,000, to individual artists, teaching artists/humanists/scientists, and cultural workers through the Cultural Sector Recovery Grants. The Agency is celebrating with a series of [statewide convenings in March](#).

Artist Fellowships Evaluation. As part of the Agency's work advancing racial equity, access, and inclusion, the Artists Department has paused and is reevaluating its direct grants for artists and culture bearers through the Artist

Fellowships. The Dept will update the Council on future funding plans by Spring/Summer '23.

Folk Arts & Heritage Program. Indigenous artist Elizabeth James-Perry, who we nominated for a [National Heritage Fellowship](#), is one of this year's 9 recipients.

Program Manager Maggie Holtzberg received written updates from all 18 Traditional Arts Apprenticeships teams. High point – the apprenticeship in Dominican carnival traditions took their learning to the Dominican Republic, where the apprentice, Leonardo Mirabal, met with the group's costume designer and masqueraded with several Lechone legends on Las Carreras, the main Carnaval street in Santiago.

Planning continues for April 1 event honoring National Heritage Fellow Yary Livan in partnership with Lowell National Historical Park and National Council for Traditional Arts. Curating of folk craft area artisans continues for [Lowell Folk Festival](#). Worked with team producing partners to recruit folk craft site coordinator.

Three recently produced shorts on apprenticeships were added to [Folkstreams](#), a free streaming national preserve of American folklore films.

EDUCATION & CREATIVE YOUTH DEVELOPMENT (CYD)

STARS Residencies. STARS funds school residencies in the arts, sciences and humanities that are led by cultural partners. Of the 270 grantees, 63% are getting their first STARS grant (150). We will be very interested to hear about the experience the new schools and students had working with their cultural partners.

Poetry Out Loud. [Poetry Out Loud](#) is the national poetry recitation contest for high school students sponsored by the NEA and the Poetry Foundation. Now in its 18th year, the Massachusetts program is implemented by the Huntington Theatre Education Department in partnership with Mass Cultural Council. This year, 11,638 students and 300 teachers/lead organizers participated in the program.

Mass History Day. March brings another statewide national competition, [National History Day – Massachusetts](#) for middle and high school students. This is an affiliate of National History Day (NHD), sponsored by the National History Day organization and the National Endowment for the Humanities. The program is implemented in Massachusetts by the Massachusetts Historical Society (MHS). Dave Slatery will be participating along with teachers, educators and other interested parties in judging certain of the programs

CultureRx. We have welcomed new publications and events that have featured our work such as [Frontiers | Social prescription in the US: A pilot evaluation of Mass Cultural Council's "CultureRx"](#) Our peer-reviewed study of the first US model of "arts on prescription" and Harvard's Design Lab - [Design for Social Prescribing: Bridging Silos for Health Promotion \(full report here.\)](#) On March 2, 2023, Springfield and [The Trust Transfer Project and CultureRx: Social Prescription.](#) were honored and featured in the New CDC Museum Exhibit about the Power of the Arts in Public Health Outreach - an exhibit at the [David J. Sencer CDC Museum in Atlanta, GA](#)

Creative Youth Development. On January 26 we hosted our most recent Virtual convening for the Creative Youth Development field, entitled "Creative Youth Development and Arts Education Convening: CYD and Pipeline Development with Alumni." Our next call will be held on March 26, 2023 and will focus on Data as Power.

META & CYD Fellowships. The next Music Educator/Teaching Artist (META) Fellowship session is on March 13 with Rhoda Bernard and will focus on neurodivergent learners in music education. The next Creative Youth Development (CYD) Fellowship session is on March 20 with Alexandria Onuoha. She will discuss her experience teaching Afro-Caribbean dance to Jamaican children and youth in schools and communities.

CULTURAL FACILITIES FUND (CFF)

On February 3rd staff received 188 applications for the 15th Round of the Cultural Facilities Fund. The requests by grant category were as follows:

- Capital Grant requests: 139
- Feasibility and Technical Assistance requests: 37
- Systems Replacement Plan requests: 12

The total dollar request to the Fund is \$20.2 million. The combined total development costs of all the projects in this round is \$241.7 million. This round the Fund has about \$9.3 million to grant.

Application Review Process. From Feb 27 through March 8, Mass Cultural Council convened seven panels on Zoom to review and score the applications. Staff enlisted 24 expert panelists drawn from a variety of fields including: non-profit business planning, real estate development, capital fundraising, community development, arts administration, architecture, and historic preservation. One half of the panelists are people of color. To give panelists sufficient time to review the materials, applications were sent to the panelists four weeks in advance of the meetings. Each panelist was carefully instructed to assess the materials in accordance with the published CFF guidelines and review criteria.

The panelists numerically score each application. CFF staff Miranda Cook and Jay Paget facilitated each panel discussion to ensure that all applications received a thorough review based on the criteria in the published guidelines and took notes during each panel.

Grant Approval Process. The next step in the process is to bring the panel recommendations to the CFF Advisory Committee for discussion and approval. After the Advisory Committee, the final step is a vote by the MassDevelopment Board, scheduled for mid-May.

Following the MassDevelopment Board meeting, Mass Cultural Council and MassDevelopment will issue grant notifications, press releases, and legislative notifications.



Power of culture

To: Mass Cultural Council
Fr: Michael Bobbitt, David Slatery, Jen Lawless, Lisa Simmons, Carolyn Cole,
Re: Massachusetts Cultural District Initiative: Designation – Town of
Cummington
Dt: March 22, 2023

We are pleased to submit a recommendation for the designation of the 54th cultural district for the Town of Cummington. This designation will lend to a vast cultural landscape and extensive regional partnership that includes twelve additional districts throughout the Western region of Massachusetts.

The formal site visit for Cummington Cultural District took place on Thursday, November 17, 2022. Attendees of the day's community convening included Cummington Select Persons, Kenneth Howes and June Lynds, Dave Christopolos, Executive Director of Hilltown CDC, Hunt Chase, Director of Hilltown CDC, Andrea Calouri, Consultant for Hilltown CDC, Sergei Isupov and Kadri Parnamets of Project Art!, Cummington Cultural District (CCD) Committee Chair and Local Cultural Council Member, John Bye, CCD Committee Member and Town Planning Board President, Katy Eiseman, CCD Committee Vice Chair and Town Planning Board Member, Ilse Godfrey, CCD Committee Member and Project Art! Director, Leslie Ferrin, Carla Ness of the Cummington Historical Commission, Local Poet, Stephen Philbrick, Christy Know and Connie Talbot of the Hilltown 6 Pottery Tour, and Artist Exhibitors, Ann Dyer, Michael Melle, Holly Linton, Dean Kent, Anna Busto and Leo Quiles.

Mass Cultural Council staff was accompanied on the tour of the proposed district by the aforementioned Kenneth Howes, June Lynds, Sergei Isopov, Kadri Parnaments, Carla Ness and additional community members and stakeholders throughout various points.

We would like to thank Kate Bavelock, Hunt Chase and Leslie Ferrin for their stalwart shepherding of this application that began a number of years ago and has persevered. We'd also like to thank the Town of Cummington for their steadfast support and contributions to their creative and cultural communities as well as this designation effort.

Anita Lauricella was the site advisor for this assessment accompanied by Carolyn Cole, Cultural Districts Program Officer.

Excerpted from the site assessment report prepared by Anita:

"The Town of Cummington has many features, making it a beautiful community with lovely surroundings. Establishing a cultural district can be a way to organize these attributes and increase Cummington's visibility."

"Cummington has a deep and unique history as a cultural place. [It] has been a draw for artists who have come to study and create and build strong ties. Schools and residencies have supported the visual and performing arts. Poets have found a nurturing and inspiring home, and small presses flourished."

"The Town has a distinguished [history] as a cultural destination and hub for artists, performers, and writers since the 19th century. The specific art forms have changed over time [,] while culture has demonstrated a remarkable resiliency as an integral part of the community. This history influences the current programming and creates unique opportunities for the future."

"The district has a strong plan for managing the Cultural District. The Town confirming a cultural district committee and establishing a partnership with the Hilltown CDC created a robust collaboration. The community attendance and engagement at the community meeting was a tangible sign of the deep commitment to the project."



Power of culture

To: Mass Cultural Council
Fr: Michael Bobbitt, David Slatery, Jen Lawless, Lisa Simmons, Carolyn Cole
Re: Massachusetts Cultural District Initiative: Designation – Town of Lexington
Dt: March 22, 2023

We are pleased to submit a recommendation for the designation of the 55th cultural district for the Town of Lexington. This designation will add to the existing well-developed cultural and historic tourism landscape, as well as an extensive regional partnership with other cultural districts representing the MetroWest and Greater Boston areas of Massachusetts.

The formal site visit for Lexington Cultural District took place on Friday, December 2, 2022. Attendees of the day's community convening, generously hosted by Koren Stemberidge, Laura Bernheim and the Cary Library staff, included State Representative-15th Middlesex, Michelle Ciccolo, Town Manager, Jim Malloy, Economic Development Director, Sandhya Iyer, Asst. Town Manager for Development, Carol Kowalski, Select Board Chair, Jill Hai, Chief Equity Officer, Hemali Shah, Sustainability Officer, Maggie Peard, Senior Economic Development Coordinator, Casey Hagerty, Lexington Cultural Council Co-Chair, Steve Poltorzycki, Town Meeting Members, Glenn Parker, Dawn McKenna and Dinesh Patel, Director of Communications and Special Programs, Sean Dugan, Executive Director of Munroe Center for the Arts, Cristina Burwell, Executive Director of Special Needs Arts Program, Heidi O'Mara, Carol Ward of the Lexington Historical Society, Matthew Seigel of Lexington Arts, Sona Antonyan of the Lexington Chamber of Commerce, Community Center Director, Christine Dean, Hillary Sterling of the Museum of National Heritage, Owner of Gallery Twist, Gillian Ross, Lexington High School parent and Treasurer with FOLMADS, Dhvani Doshi, Economic Development Advisory Committee and Property Owner, Charlie Minassian, Tourism Committee Members, Margaret Coppe, Marsha Baker, Bebe Fallick, Kerry Brandin and Fred Johnson, and Local Press Representatives, Erin Sandler Rathe, Jim Shaw and Meg Muckenhoupt.

Mass Cultural Council staff was accompanied on a waking and trolley tour of the proposed district by members of the district's Managing Partnership.

We would like to particularly thank Sandhya Iyer, Steve Poltorzycki, and members of Lexington's Tourism Committee, Economic Development Office

and Managing Partnership for their stalwart shepherding of this application. We'd also like to thank the Town of Lexington for their support and contributions to their creative and cultural communities as well as this designation effort.

Anita Lauricella was the site advisor for this assessment accompanied by Carolyn Cole, Guelmi Espinal and Hanako Brais, Program Officers with Mass Cultural Council's Communities team.

Excerpted from the site assessment report prepared by Anita:

"Lexington is a beautiful place and plays a significant role in the Commonwealth's tourism ecology."

"The Town has a mix of cultural and historical assets [and] a diverse cultural community of artists anchored by art galleries, a cultural center, performance spaces, museums, and festivals."

"The Town's strong tourism focus strengthens these assets and makes them more accessible."

"The Town of Lexington has strong, well-maintained, and nationally recognized physical assets and amenities that are a significant draw for local, national, and international tourists."

"The Town's solid programming history includes various activities to attract historical audiences and engage residents. The historical assets are nationally recognized, and the Town estimates that over 120,000 people visit annually. The Town has invested over \$70 million in the preservation of facilities. In tandem with these investments, they have developed and encouraged significant programmatic amenities to accommodate these visitors."



Power of culture

To: Mass Cultural Council
Fr: Cultural Equity & Access Initiatives Team (Cathy Cheng-Anderson, Charles Baldwin, Cheyenne Cohn-Postell)
RE: Racial Equity & Access Report
DT: March 22, 2023

Racial Equity & Access Progress Report

January 2023 – March 2023

INTERNAL

- In alignment with the priorities on the Racial Equity Plan we:
 - Rolled out Cultural Equity and Access professional development courses on LinkedIn Learning
 - Hosted an ADA 101 training session that accompanied an internal Access FAQ
 - Hosted a learning session/watch party on the Capitalism section of the 1619 Project
 - Approved applicant BIPOC-Centered status for FY23 grants. There are 315 BIPOC-Centered organizations and 51% of these orgs have not been funded before FY23, including the AAPI program

EXTERNAL

- Provided consultations with organizations on approaching access as a system that anticipates and accommodates people with disabilities. These organizations included ArtsBoston, Berkshires Botanical Garden, Everett Art Lab, Play Zoomers, and Public Access for Arts and Education.
- We have awarded two consultant firms from our [Disability, Access & Inclusion Consulting Services RFP](#) posted last December. We will be working with a Local partner, [Open Door Arts](#), and [Art-Reach](#) out of Philadelphia.

Prepared on 3/13/23

- Conducted an UP Initiative Office Hour on board leadership and representation of people with disabilities.
- Power of Culture blog contributions: [Innovation Fund](#), and [Towards a Cultural Emergency Response](#).

WHAT'S NEXT?

- Native American outreach plan - we will be operationalizing steps to engage, connect, meet, and welcome prospective and current Native American and Indigenous applicants who are not presently or sufficiently supported by Mass Cultural Council.

FY24 Program Planning – we will start with data analysis from FY23 grantmaking to set priorities in our FY24 grant program audits.



Power of culture

To: Mass Cultural Council
Fr: David Slatery
Date: March 22, 2023
Re: FY23 March Financial Update

Following this memo are budget spreadsheets for FY23. At this point we are eight months through the fiscal year, and our spending is on target or below in most accounts. Spending always catches up in the final quarter of the year. Any funds unspent in this fiscal year will either be reallocated as described in this memo or be applied to the annual allocation we pay as prepayments on FY24 obligations such as to Mass Humanities (per our Memorandum of Agreement).

As noted last month, Budget and Fiscal Operations Manager, Kate McDougall and other fiscal staff since last June have vastly improved our capability to track adjustments to our spending projection over the course of a year. On the attached spreadsheet, you will note explanations of changes in spending plan line items since the January report. Most changes are the of modest unanticipated costs and savings realized during the year but one major change is the addition of \$250,000 to the Festivals and Project program. Through savings realized during the first half of the year, the amount of our "prepayment reserve" discussed above had grown to almost \$600,000. At the same time the number of applications to our brand new Festivals & Projects program exceeded expectations by more than 40% largely due to our focused outreach and recruitment efforts. As a result, we have re-allocated funds which will allow us to fund an additional 100 projects and well over 80% of the demand.

Gaming Report. We recently submitted our fourth annual report to the legislature on March 1 regarding our receipt and use of casino tax revenues under the Massachusetts Gaming Law. The report is in the same format as last year's report with updated figures and a copy can be provided upon request. Casino tax revenues are even more robust than at this point than they were last year- we have been averaging \$400,000-\$450,000 per month this fiscal year. Over the past 3 years, the Council has received more than \$16.25 million in casino tax revenues.

Travel Approvals. The Executive Committee on March 3 unanimously approved under our financial policies, out of state travel for Michael Bobbitt, Dave Slatery and Jen Law Lawless to attend the Grantmakers for Effective Organizations' May Learning conference on May 21-22 in Washington entitled "Courageous Unlearning" which

concerns “ *philanthropy in a time of racial reckoning, a time of reflection and examination of the roots of grantmaking practices and capital, and a time of unlearning what the field has traditionally accepted as business as usual.*” The costs are up to \$2,300 per person and are within the Council’s professional development budget. Please refer to the March 3 Executive Committee meeting materials on the [Council Page](#) of our website for more information

Please do not hesitate to contact us if there are any further questions.

NOTES

MASSACHUSETTS CULTURAL COUNCIL
FY 23 BUDGET & SPENDING PLAN
March 22, 2023 COUNCIL MEETING

3/22/22 Projections
FY 23 BUDGET PLAN
12/31/22 Projections
FY 23 BUDGET PLAN
Change

SALARIES, SPACE, AND ADMINISTRATION

1	AA: Salaries	\$ 3,672,238	\$ 3,672,238	\$ -
3	BB: Employee Related Expenses	20,739	20,671	68
4	CC: Interns and Contracted Employees	193,818	191,298	2,520
5	DD: Pension and Insurance Related Expenditures (State Chargebacks)	71,513	71,466	47
2	DD and EE: Fringe & Indirect (Salaries & Contracts Paid Thru Fed. or Trust Accounts)	310,023	310,023	-
6	EE and FF: Administrative Expenses (NPS)	255,151	258,401	(3,250)
7	GG: Space Rental and Utilities	354,010	354,010	-
8	HH: Consultant Service Contracts	173,000	182,300	(9,300)
9	JJ: Operational Services	37,471	41,600	(4,129)
10	KK: Equipment Purchases	1,000	3,000	(2,000)
11	LL: Equipment Leases and Maintenance (Non-IT)	10,320	14,976	(4,656)
12	UU: Information Technology Expenses	293,279	274,854	18,425
13	SUB-TOTAL ADMINISTRATIVE EXPENSES	5,392,561	5,394,836	

Reduced legal reserve

Reduced anticipated car rental expense
Increase in anticipated cost to build out electronic signature functionality in GMS

EXPENSES ATTRIBUTABLE TO PROGRAMS AND SERVICES

14	BB +EE: Administrative Program Expenses	62,154	55,620	6,534
16	HH&JJ: Consultants & Panelists	448,868	449,078	(210)
17	KK&LL&UU: P&S Tech and Equipment	47,400	40,400	7,000
18	SUB-TOTAL P&S EXPENSES	558,422	545,098	

Increased funding for additional website development expenses

GRANTS AND STIPENDS (PP)

19	Cultural Districts	825,000	825,000	-
21	Artist Fellowships PAUSED	-	-	-
22	Cultural Investment Portfolio	6,996,300	6,996,300	-
23	Media Transition	100,000	100,000	-
24	Projects/Festival	1,625,000	1,375,000	250,000
25	Local Cultural Council Program	5,500,000	5,500,000	-
26	Poetry Out Loud	20,000	20,000	-
27	Traditional Arts Apprenticeships	180,000	180,000	-
28	Big Yellow School Bus PAUSED	-	-	-
29	STARS	1,428,100	1,428,100	-
30	CYD -YouthReach/SerHacer (Incl NEA CARES)	1,892,000	1,892,000	-
31	CYD: META/CYD Fellows	153,000	153,000	-
32	CYD: META (KFF - Funded)	-	-	-
33	UP Program Stipends/Innovation Grants	475,000	475,000	-
34	Other Grants (list on Sheet 2))	475,419	475,419	-
35	GAMING MITIGATION GRANTS (100% Gaming Funds)	3,737,445	3,737,445	-
36	PANDEMIC RECOVERY GRANTS	51,080,000	51,080,000	-
37	SUB-TOTAL GRANT EXPENSES	74,487,264	74,237,264	

Used accumulated excess prepayment reserve to make 100 additional grants

PARTNERSHIPS, RE-GRANT AND PROJECT FUNDING PROGRAMS

38	Massachusetts Foundation for the Humanities (MFH)	849,247	849,247	-
39	Pandemic Recovery Fund Grant to MFH	2,500,000	2,500,000	-
40	NEFA Project	70,000	70,000	-
41	Pass Through Earmarks	877,000	877,000	-
42	SUB-TOTAL PARTNERSHIPS/ RE-GRANT PROGRAMS	4,296,247	4,296,247	

OTHER

46	Prepaid Expenses and Carryforward	316,164	590,158	(273,994)
	Carryforward-Pandemic Recovery Fund Grant	408,864	395,919	12,945
47	SUB-TOTAL, OTHER	725,028	986,077	

Reduced to fund additional Projects/Festivals grants and GMS development costs
Reallocated electronic signature GMS development expense to Core Appropriation

SUB-TOTAL, ALL PROGRAMS

48	SUB-TOTAL, ALL PROGRAMS	80,066,960	80,064,685	
49	TOTAL EXPENSES	85,459,521	85,459,521	

FY 23 REVENUES

51	State: Basic Appropriation (0640-0300) less Earmarks	22,500,000	22,500,000	
52	State: Earmarks- Pass-Through Funds	877,000	877,000	
53	MassDevelopment: For MCC Expenses Associated with Cultural Facilities Fund	325,000	325,000	
54	Prepaid Expenses (Funding from Prior Years' Budgets)	630,236	630,236	
55	National Endowment for the Arts: Basic State Plan	707,900	707,900	
56	National Endowment for the Arts: Arts in Education	63,400	63,400	
57	National Endowment for the Arts: Arts in Underserved Communities	241,300	241,300	

58	National Endowment for the Arts: Folk Arts Infrastructure Grant	30,000	30,000	
59	National Endowment for the Arts: "Poetry Out Loud"	20,000	20,000	
	National Endowment for the Arts: ARP	-	-	
60	KFF/LINDE Foundation (General Trust)	150,000	150,000	
61	Pandemic Recovey Funds (Ch 102 of 2021)	54,571,500	54,571,500	
62	Gaming Mitigation Funds-FY 22 Expected Collections ESTIMATE	1,760,533	1,760,533	
63	Gaming Org. Support Funds- FY 22 Expected Collections	950,082	950,082	
64	Gaming Expense Funds	-	-	
65	TOTAL FY23 REVENUES	82,826,951	82,826,951	

66	CARRYOVER/OTHER FUNDS AVAILABLE AS OF 7/1/22			
67	MassDevelopment: For MCC Expenses Associated with Cultural Facilities Fund	101,253	101,253	
68	Gaming Expense Funds- Available	337,614	337,614	
69	Gaming Mitigation Funds- Available	1,976,912	1,976,912	
70	Gaming Org. Support Funds-Available	149,918	149,918	
71	Remaining NEA 2020 CARES ACT Funds	-	-	
72	Remaining COERG Funds	-	-	
73	Harry Rice Trust Account	66,867	66,867	
74	Comm Awards Trust Account	6	6	
75	Remaining Klarman META Grant	-	-	
76	TOTAL OTHER FUNDS	2,632,570	2,632,570	
77	TOTAL REVENUE + OTHER FUNDS	85,459,521	85,459,521	
	Positive (Negative)	0	0	

strategy matters



Strategic Plan 2023

Process Overview

Mass Cultural Council kicked off its strategic planning process in mid-September with members of the Strategic Planning Task Force (SPTF). As a first step, the SPTF indicated a desire for an open and transparent planning process so that stakeholders are informed, empowered, and able to better see their role in the larger strategic plan. With this as a guide, the Senior Leadership Team and consulting team worked throughout to ensure all those associated in the planning process - both internal and external - were able to provide their expertise, insight, and unique perspective to build a cohesive and inclusive strategic plan.

Staff and Council members were engaged at many points in the process to provide input and feedback on draft deliverables, learn about planning updates, and ask general process questions. Throughout the process, all internal stakeholders were asked to review and provide feedback for the Senior Leadership Team to consider while drafting deliverables.

Further informing these deliverables was the engagement of 950+ internal and external stakeholders via survey, 30+ focus group participants, 28 one-to-one interviews, and additional sector and environmental research. All of the information gleaned from these engagements and research resulted in the strengths, weaknesses, opportunities, and threats (SWOT) analysis utilized to guide decision making in developing Mass Cultural Council's strategy, mission, and agency-wide goals.

What you see below is the result of dedication, commitment, and hard work on behalf of the entire Mass Cultural Council community over the past several months.

Values, Vision, Mission

Values

The statement of what is most important to us. They help determine how we do - and do not - pursue our work.

Creativity: Mass Cultural Council believes that creativity is the key to solving many of society's concerns and advancing this asset helps to make the Commonwealth a preeminent place in the nation for it to thrive.

Public Service: Mass Cultural Council serves the Commonwealth and all who live, work, visit, and play here by amplifying creativity, providing resources, expanding relationships, and championing transformational changes that maintain and grow a thriving creative and cultural ecosystem.

Inclusion: Mass Cultural Council works to build a diverse and equitable creative and cultural sector in the Commonwealth, ensuring that all who practice and participate in creative and cultural expression see themselves in it.

Vision

The more perfect world we hope to create. In particular, a world where our values are more deeply and widely embraced.

Mass Cultural Council envisions a diverse creative and cultural sector that is valued as essential in the Commonwealth.

Mission

The role that we play in building the more perfect world we describe in our vision.

The Mass Cultural Council advances the Commonwealth's creative and cultural sector by celebrating traditions and talents, championing its collective needs, and equitably investing public resources.

Strategy

Strategy is the way we approach our work to achieve our mission in alignment with our values. Strategy supports decision-making. That is, major opportunities, changes, decisions should be evaluated on the basis of whether they are strategy-aligned.

Ensuring that Mass Cultural Council's work, and any new opportunities, has a clear connection to one or more areas of impact:

- Investments that advance equity
- Advocacy and education resulting in transformational change
- Elevating, nurturing, or celebrating the sector, especially in service to one of the above two bullets

This may include forging relationships with new types of grantees, and building or further investing in relationships with other entities that are well positioned to support the sector in ways Mass Cultural Council is not.

Goals

<p><i>Our Impact: Our most powerful tools for delivering on our mission.</i></p> <p>Goal 1: Steward programmatic practices that advance equity, diversity, and inclusion through our services</p>	<p><i>Our Ecosystem: We are both for and of the creative and cultural sector.</i></p> <p>Goal 2: Advance the creative and cultural sector through building partnerships, identifying recommendations, and storytelling, both inside and outside of the sector</p>	<p><i>Our Culture and Infrastructure: Our staff and council are a critical resource for the sector.</i></p> <p>Goal 3: Ensure that our internal systems, structures, and ways of working reflect our values and advance the sector's needs.</p>
--	--	--

<p>Consolidate programs and services to provide a) clear and simple pathways for grantees <i>and</i> b) increased capacity of the agency to achieve strategic goals</p> <p>Increase use of data and research to strengthen programming and services, including:</p> <ul style="list-style-type: none"> - Understanding the needs of the sector so we can invest accordingly and maximize impact - Identifying gaps in funding based on demographics, geography, and creative and cultural expression - Understanding the needs of the sector beyond funding <p>Ensure accessibility, inclusivity, and equity in our grantmaking:</p> <ul style="list-style-type: none"> - Simplify grantmaking processes, information and communications - Prioritize and proportion our funding to address inequities for underserved communities and people 	<p>Increase use of data and research to strengthen programming and services, including:</p> <ul style="list-style-type: none"> - Telling the sectors' stories to decision makers and community leaders which advance awareness and integration in the Commonwealth and support for the sector <p>Build sector policy and advocacy priorities and efforts with our partners, beyond funding, to advance the sector, address the sector needs, and integrate, deepen, and expand creativity and culture everywhere in the Commonwealth¹</p> <p>Identify areas of strategic alignment and build relationships with other state agencies, networks, sectors, and organizations which can support and advance the creative and cultural sector</p> <p>Build immersive, intensive, and interactive education opportunities for government and civic leaders to change minds and hearts and deepen knowledge and awareness of the vast benefits of the sector beyond economic impact</p> <p>Enhance or update our brand to more clearly define and communicate agency identity in service to increasing our visibility and reach</p>	<p>Identify agencies high level competencies, structure, and culture needed for implementation and alignment with strategic goals</p> <p>Foster a culture of continuous improvement by a) using and b) periodically reevaluating the efficiency and effectiveness of our practices, policies, tools, and systems</p> <p>Leverage tools and technology to streamline our work (eg. Teams, project and task management systems, automation, AI, video, etc.)</p> <p>Operationalize a practice of communication and cross agency collaboration among staff and between departments as it relates to strategic goals</p> <p>Build a culture and internal supports which prioritize and promote staff relationship building with and outreach to all constituents (sector, partners, government and civic leaders)</p> <p>Develop clear roles and responsibilities for governing council members that align with strategic goals</p>
--	---	---

¹ Arts, science, humanities, arts education, workforce development, health, housing, workspace, climate change for the sector, etc.

	Use intentional storytelling, sector-wide convenings, and stewardship to galvanize, celebrate, and support the sector	
--	---	--