



CITY OF KIRKLAND

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MEMORANDUM

To: Kurt Triplett, City Manager
From: Ellen Miller-Wolfe, Economic Development Manager
Date: April 30, 2012
Subject: Future Role of Kirkland Cultural Council

RECOMMENDATION

The City Council is asked to consider the recommendation of the Economic Development Committee (EDC) regarding the future role of the Kirkland Cultural Council (KCC) and to take action to adopt this proposal or an alternative.

The EDC is recommending that the mission of the KCC be revised to acknowledge the limited staffing that the City is able to provide for it at this time, and to focus primarily on the maintenance, augmentation, and promotion of the public art collection. The EDC recognizes that the KCC has expertise in the management and curating of public art, and, that this knowledge is necessary for the City to maintain and refresh its own art collection, to provide expert advice regarding the City one percent for the arts program, and to provide guidance on public art provided by outside agencies. Last, in suggesting that the KCC focus on public art, the EDC also anticipates that the KCC will continue as an advocate and promoter of arts, culture and heritage for the City although these roles will be secondary to its role in public art management. The EDC recommends that staffing remain at the current level of 5 hours a week, which is estimated at between \$13,000 - \$15,000 annually.

If Council agrees with the recommendation of the EDC, or if it decides upon an alternative proposal, staff will return to Council with a draft resolution recommending an organizational structure for implementing the revised mission of the KCC. If the Council determines that the duties of the KCC should be spun off to a nonprofit, staff will return to the Council with a work plan for that process.

BACKGROUND DISCUSSION

At the July 19, 2011 meeting, City staff requested that the City Council provide guidance on the continued operation of the KCC. No funding had been allocated in the 2011-12 City budget for KCC staffing or operations, and staff was experiencing difficulty providing the level of service that the KCC required, and also making sure that the City was protected from liability in regard to fundraising that the KCC had begun to do in lieu of receiving City funds.

At the meeting, the City Council discussed providing up to \$25,000 in Council contingency funds with the intent of covering the costs of the operation of the KCC until December, 2012. The Council also directed staff to undertake an analysis that will help it to determine the organizational structure (city commission, nonprofit, etc.) for the future delivery of arts services to the community. Last, it tasked the EDC to oversee the analysis and formulate a recommendation to bring back to the City Council in May, 2012.

On October 18, 2011 the Council adopted a formal work plan that allocated \$6,200 for an analysis, \$15,800 for staffing and the remaining \$4,000 for KCC operating expenses. Key questions regarding the mission of the KCC were included in the work plan (Appendix F of KLMayer Cultural Council Analysis and Appendices), and these became the basis for a Request for Proposals (RFP). The City advertised for a consultant to interview stakeholders and to prepare recommendations on the future structure of the KCC to bring back to Council.

The consultant, Dr. Kris Mayer, held 17 interviews; including interviews with present and former members of the KCC, nonprofit representatives from the arts community, City Council members and City staff. Interviewees all commended the work that the Cultural Council has done. Based upon these interviews, Dr. Mayer determined that there were two possible options for the KCC that City Council should consider (See KLMayer Cultural Council Analysis and Appendices):

Option 1: To clarify, reduce and articulate a limited scope of work - the expansion and maintenance of the City art collection – for the KCC. Provide modest funding consistent to the scope of work. As a way to make clear the change in the Cultural Council's role, it is further recommended that the name change to the **Public Art Council**. A resolution could define the scope, budget, and composition of the Council. The City continues to make the other investments in the arts such as in the Kirkland Performance Center.

Option 2: Direct the KCC to become or affiliate with a nonprofit or dissolve its current configuration within a specific time frame. It generally takes six to nine months for an IRS application to be approved. The City provides some support in the transition of limited staff time and/or pass through of the 4Culture funds. Options exist for the City to do a 'validation resolution' to acknowledge the entity and its relationship to the City as well as to contract with the new entity for public art functions. Clearly state the transition timeline and outline the resources available through the City in a formal document.

The KCC met and deliberated about the two recommendations and preferred the first recommendation, which keeps arts programming under City government, with some revisions. (See Cultural Council Letter to City Council to read the KCC response in its entirety). In summary, the KCC agreed to streamline its operations in the following ways:

Rename the Cultural Council to the **Kirkland Arts Commission**;

Reduce meetings to 8 or fewer per year instead of monthly, thus reducing use of staff time by at least 33%;

Engage city partners (like the Kirkland Chamber and the Kirkland Arts Center) to absorb functions once performed by the Cultural Council (monthly art walks for example);

Focus the Arts Commission efforts on the following:

- Curating and acquiring pieces for the public art collection
- Managing the implementation of 1% for Arts projects
- Encouraging art in private development
- Stimulating increased cultural tourism through partnerships with neighboring cities
- Building collaboration among the city's arts and arts related businesses, organizations, and individual artists through networking and educational programs (CACHET events)
- Selecting and presenting the annual Mayor's CACHET Award for arts.

The KCC also recommended that staffing be increased to a quarter-time or .25 FTE position (10 hours per week) which it indicated would in part be funded by a 4Culture grant, and that an additional \$5000 annually be provided for KCC operations.

Council Direction and Next Steps

Does the Council wish to concur with the EDC recommendation or to implement either Option 1 or the KCC alternative?

- Should the name of the KCC be changed to reflect a new, primary focus? If so, does the Council prefer the Public Art Council or the Kirkland Arts Commission?
- Does the Council concur with the EDC recommended level of effort of approximately \$13,000 – \$15,000 annually?
- Does the Council agree that staff should bring back to the Council a resolution establishing a new organizational structure, redefining a more narrow mission and containing a detailed list of tasks and priorities for the body?
- Presently, the KCC has 15 members, 5 appointed by City Council and 10 appointed by the KCC. There are 5 vacancies. Does the City Council wish to see options regarding numbers and appointment body when a resolution is brought back to the Council??

If the decision of the City Council is for arts programming to transition to a 501c3, the second option recommended by the consultant, staff will need to confer with local arts nonprofits, KCC members and potential funders before returning to the Council with a work plan for transitioning to this private model. The model would need to incorporate professional consultation on the public art collection.

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Kirkland Cultural Council Analysis

Kristina L. Mayer, Ed. D.

March 30, 2012

Executive Summary

The restructuring of the Kirkland Cultural Council (KCC) , its funding, scope of work and management structure has challenged both the KCC and the City of Kirkland. After gathering qualitative data from seventeen interviews, several important issues have been surfaced. First, there is general agreement that a decision is critical to move toward an amicable working relationship with the KCC that reduces frustration and uncertainty. Secondly, there are two recommendations representing divergent views on the future of the KCC that have surfaced from interview data and the current context of budgetary constraints.

- Refocus the KCC, limit the scope of work and the budget to primarily focus on the expansion and maintenance of the City art collection. Including new work along the corridor. Additionally, rename the group and clearly articulate/define its working parameters.
- Transition the KCC to either affiliate with an existing nonprofit or toward its own nonprofit status with transition support and guidance. The support would include some funding/ pass through of 4Culture funds, an agreement about contracting for specific functions included in a City resolution, a clear timeline and defined allotment of staff time.

How the Paper is Organized

This paper is organized to give context and background to the reader before diving into the interview process and analysis. The reader will find the current context and the background useful in understanding the evolution of the KCC. Next there is a statement about Kirkland and the arts to illuminate the commitment to arts, heritage and culture as a quality of life issue and economic development tool. Subsequent sections outline the KCC's relationship to the City, the report methodology, a set of working assumptions, the interviewees, the analysis of the five models under consideration, and lastly recommendations.

Introduction/Purpose of the Report

The City of Kirkland contracted with Dr. Kristina Mayer of the KLMayer Consulting Group to conduct interviews, and provide analysis and reporting on future options for the KCC. Dr. Mayer has worked in collaboration with the Economic Development Manager, Ellen Miller-Wolfe, in the City Manager's Office to give shape to the project and assure that the City Council's questions are satisfied.

Current Context

On July 19, 2011 the Kirkland City Council met to consider options for the future of the KCC. At that time, the KCC funding had been eliminated from the City's 2010/11 budget and the KCC relied solely on limited savings from various fundraising activities and \$8K from 4Culture, the King County arts and heritage 501c3, to pay for 4 hours a week for staffing and miscellaneous expenses. At the July 19, 2011 meeting the City Council approved a one-time allocation of \$25,000 to see the KCC through December 2012. The funds were intended to be used to study the best option for providing arts programming for the City going forward and to maintain minimal staffing levels. At the same time, it was determined the KCC would do no further fundraising and there would be no increase in KCC programs.

As part of the KCC analysis, research was conducted by several community members to illustrate how other jurisdictions were funding the arts and the scope of work related to arts councils. The communities explored include: Auburn, Burien, Kent, Kirkland, Redmond, Renton, Shoreline/Lake Forest Park, Bellevue and Sammamish. The comparative information is provided for your review in Appendix A. At a glance, the following observations can be made:

- ✓ All nine cities have arts agencies.
- ✓ There is no correlation between population and level of funding.
- ✓ Five arts agencies in the sample are under the jurisdiction of the City Parks and Recreation Department. Only Renton and Kirkland locate the program under the Economic Development program.
- ✓ Of the nine jurisdictions researched, only one has a nonprofit arts agency, Shoreline/Lake Forest Park.
- ✓ All cities in the study provide some funding, ranging from \$20K to \$850K.
- ✓ There is great similarity in mission amongst the nine sites, such as: to inspire and promote involvement in the arts; to integrate arts and culture into the fabric of the community; to create civic identity and a sense of place through the arts and to be a vital part of the community or to enhance the quality of life.

Background/History

The KCC was formed in 2002 pursuant to Resolution R-4353 (Appendix B), which was later replaced by Resolution R-7455 (Appendix C). The resolution established the following as the purpose of the KCC :“ to promote strategic planning and development for the arts, culture and heritage in the community. The City Council would like advice from the Cultural Council regarding public art acquisitions. The Cultural Council shall advise the City Council, City Manager, and City staff regarding those issues referred to it by the City Council. After consultation with the City Manager, the Cultural Council may serve as the City's official representative on art, culture or heritage matters. The Cultural Council may submit to the City through the City Manager recommendations for other issues to be submitted to the Cultural Council as it feels is advisable.”

The same resolution outlined membership on the KCC, voting, liaisons, procedures and compensation. Two issues outlined in the resolution, sections 9 and 11 have been problematic in their interpretation and implementation. Section 9 says the City Council intends for the KCC to convert to a nonprofit entity 'at some time in the future' which is a change from the designated 5 year plan outlined in the original resolution. Section 11 indicates that the KCC can do some fundraising for projects; however, in the memo dated October 6, 2011 that permission was rescinded and it was explicitly stated that the KCC would do no fundraising. The challenges of fundraising for and in a municipality structure made it difficult to continue any fundraising activity for KCC projects.

It is well established that the KCC has done some valuable work on behalf of the arts and supported the local economy during difficult economic times. However, over the past few years, the work of the Cultural Council has stressed the limited available funding and staffing. It is not uncommon for a project to require support from one or several city departments from IT to Finance to the Legal department. The impacts on City resources in these difficult economic times are the primary reason to call attention to the KCC's status and invite investigation into the appropriate model for the Council going forward.

Kirkland and the Arts

The City of Kirkland has reconfirmed their commitment to the arts, culture and heritage. The arts are recognized as an economic development tool that can attract the best and brightest to communities where art and creativity are valued. The City invests in the arts in a variety of ways. It owns the Kirkland Performance Center (KPC) facility and provided \$30,000 annually toward the operation and maintenance of that facility. It returns the admissions taxes collected at KPC events to the KPC for its use in operating the facility. Dollars are invested through tourism funding into the Artists Studio Tour and Kirkland Uncorked. Funding for NWBookfest and Summerfest (including Shakespeare in the Park) also has been provided in 2011-12 from the Tourism budget. The Kirkland explore website promotes art, culture and heritage and directs people to the public art collection.

The City funds the expansion and maintenance of the public art collection and incorporates the 1% for the arts into any public works over \$500,000. In addition, the City provides free exhibit cases in City Hall to the Kirkland Heritage Society and the Kirkland Arts Center. The City-owned Heritage Hall also serves as the office and archive space for the Kirkland Heritage Society.

Time and again in this process, interviewees have talked about the public art (27 sculptures), the City art collection, the galleries (although the number has dwindled in recent economic times) and the art walk as significant indicators of Kirkland's commitment to the arts. Untapped potential exists with the Eastside Railroad Corridor project and it is mentioned as a potent opportunity for arts collaboration. Many see Kirkland as an especially rich art community and value the arts in attracting new businesses, tourists and new residents.

On-the-other-hand, throughout this process, there has been an undercurrent amongst some interviewees who call into question - does Kirkland really support the arts? And, if they do, why won't

they 'put their money where their mouth is' and fund a Cultural Council? For some, the question of limited funding for the KCC is about not valuing or prioritizing the arts while others see it is an economic decision. When faced with cuts in public safety and other services to the community, hard decisions have to be made. And still others believe there is a lack of commitment to the arts among already busy City staff.

Funding decisions regarding the KCC have in part been guided by The Kirkland Residents' Report which shows the arts in the second tier of services. Only 22% of the respondents said it was 'very important' when prioritizing City services. The arts received a grade of 2.56, second from the bottom. The survey reports (pg. 17) a general agreement about the importance of police, fire, and EMS as 'very important' and the respondents divided between thinking the same of leisure and the arts. Illuminated in figure 5-3 Importance Year to Year Comparison found on page 19 of the report, the 'importance rating' for the arts has moved downward from 2006 to 2010 found in Appendix D.

Kirkland Cultural Council Relationship to the City

During this process, citizen-led research was conducted to see how other jurisdictions organize the arts, culture and heritage functions that suggest community input, oversight or management. In the limited scope of the research, it appears that more cities in the sample locate the arts under Parks and Recreation rather than the Economic Development Department. The exception is Renton and Kirkland, and in Shoreline/Lake Forest Park the local arts agency (LAA) is a nonprofit.

Local Arts Agency's Relationship to City Departments	
Economic Development	Renton, Kirkland
Parks and Recreation	Auburn, Burien, Kent, Redmond

Several themes emerged during the interviews regarding the relationship of the KCC to the City. Most cities have an LAA so having one puts Kirkland in line with what others are doing. That was important to some people. City management understands there are a few functions that require a citizen committee and they value having a group prepared to do these things such as management of the public art collection. On the other hand, while the KCC acknowledges that relationship to the City, members also have indicated that beyond that, the relationship creates a positive perception and sense of prestige that is valued. It appears from the research, however, that being an independent nonprofit has not diminished the Shoreline/Lake Forest Park LAA's ability to raise funds or do quality work in the community.

Working Assumptions

Before launching into the analysis and recommendations, it is important to surface the assumptions at work. The following assumptions help give shape to the recommendations that will follow:

- ✓ The City is concerned with the arts and their potential to attract business and tourists and also for what they contribute to quality of life for residents.
- ✓ Certain functions related to the arts will continue to need citizen input and oversight.
- ✓ City budgets are stretched thin and hard decisions have to be made.
- ✓ City staff have limited time to commit to staffing the KCC beyond the required functions of expansion and maintenance of the City art collection.
- ✓ The arts are anticipated to remain under the Economic Development Program in the City Manager's Office. Ellen Miller-Wolfe, Economic Development Manager, has expertise in the arts, culture and heritage.
- ✓ Making a decision regarding the KCC will reduce frustration by clarifying the scope of work and role of the KCC going forward.
- ✓ Not everyone is going to be happy with the decision that is made or think it is the right decision.
- ✓ Postponing the decision is not an option; the staff is charged with making a recommendation no later than mid-May.
- ✓ The City Council will make the final decision on the future of the KCC after review of the consultant's report.

Methodology

Dr. Mayer was provided with background information on the KCC, its strategic plan, accomplishments, budget, public art guidelines, media coverage and roster. She was provided with City Council memos and resolutions related the KCC. In addition, Dr. Mayer received the research on other jurisdictions and the citizen survey conducted January 2010. She also viewed a video of City Council proceedings related to the KCC.

A series of 17, twenty to thirty minute interviews were conducted at the request of the City. Interviewees included the following:

City of Kirkland	City Council	Funders	Kirkland Arts	Cultural Council	Cultural Council Alumni
Marilynne Beard	Dave Asher	Charlie Rathbun	Dan Mayer	Nora Carlson	Merrily Dicks
Kurt Triplett	*Doreen Marchione	Debra Twersky	Christopher Shainin	Cathy Heffron	Kathy Feek
	Joan McBride			Leah Kliger	
	Toby Nixon			Melissa Nelson	
	*Bob Sternoff			Linda Paros	
	Penny Sweet			Bhaj Townsend	

	*Amy Walen			Amy Whittenburg	
				Gaerda Zeiler	
				Rebecca Devere	

*Economic Development Committee of the City Council

The interview questions and models used in the interviews were adapted from the October 6, 2011 memo outlining the KCC work plan and budget estimate for 2012. A copy of the interview protocol is provided for your reference in Appendix E.

Interview Analysis

From the beginning, there have been several comments that surfaced with some regularity among interviewees. One such example is, "we must acknowledge the effort of the Cultural Council members," typically referring to the time, energy and commitment that is evident in their work. Another comment has to do with the indecision about the future funding and structure of the KCC. Several people have said, "let's make a decision and move on," or, "let's not kick the can down the road," referring to prolonging the decision making process. Lastly, most interviewees recognize the process has caused some frustration among KCC members, and others, to a degree, indicate that the frustration will be alleviated with an outcome to this process.

Potential Structures for the Kirkland Cultural Council Beyond 2012

The structures tested during the interviews were taken from the October 6, 2011 memo from Ellen Miller-Wolfe, Economic Development Manager, to Kurt Triplett, City Manager in which Ellen was seeking approval for the Cultural Council Workplan for 2011-12 in light of budget constraints. (Appendix F)

The following analysis is derived from the interviews in response the five structures presented:

Structure #1 - KCC continues under the umbrella of the City , but with very limited funding and staffing from the city.

The comments range from 'no city funding, not a part of the city,' to 'fully fund as the economy improves but for now right size the budget and scope of work to reduce frustration'. Still other voices say it isn't viable to have a KCC with little funding and limited staffing; it would be better to go to another model. There is considerable momentum toward telling the KCC exactly what its scope is and providing very limited funding and staffing. Another angle to that same thinking is to refocus the KCC, reduce meetings and responsibilities, yet have the KCC continue to represent the City on art matters. A lone voice wondered, 'why they even need staff?' There is a voice or two that think the City is just trying to 'off load' the KCC.

Analysis: With limited funding and limited staffing (use city space, take minutes), the KCC could refocus on a very narrow scope of work that essentially does only those tasks required by the City such as the expansion and maintenance of the City art collection.

Structure #2 - City funds the KCC at \$25K level in 2012 with future funding uncertain.

Comments indicated that the uncertainty over structure and funding is not playing well in the community. The same uncertainty has replayed on several occasions. Frustration is increasing and a sense of 'the City doesn't care about arts' is developing among KCC members. One member commented that it feels like postponing the inevitable. Two City Council members say 'no' to further funding. Another two say this (what is this?) seems like a band aid, not a solution to the uncertainty and still others view this as the status quo and unreliable.

Analysis: This option represents the status quo to many people. Overwhelmingly, interviewees want a decision and want to move forward regardless of whether they agree or disagree with the decision.

Structure #3 - Modify the KCC where the City maintains a very few duties and the rest are parceled out to other groups.

This option is related to #1 in that most interviewees understand that with a limited focus, scope of work and budget some of the activities would be either dropped or others would pick them up. At least one voice thinks other organizations are too overwhelmed to pick up more work. The KCC shared it fears a loss of identity and perception in the community that it is disappearing. A City Council member recommends changing the name to 'Public Art Committee'. There is a sense among City Council members that being clear about a small agenda and letting go of the rest is viable. At least one interviewee didn't think there was much momentum with the KCC so it wouldn't really matter if they reduced scope. There is a sense among interviewees that KCC has been seeking a niche and has taken on many different things in an attempt to find relevance.

Analysis: The majority of respondents said they thought as with option #1, it made sense to have non-essential activity either dropped or picked up by other organizations. There is some tension around what arts advocacy and activity can be done without funding, some saying more and some less. The KCC desires to have more funds for more complex projects. The issue really isn't whether to preserve the KCC or promote the arts; the City is doing many things to support the arts as stated above in the section entitled Kirkland and the Arts.

Structure #4 - Make the focus of the KCC cultural tourism with restricted funding from LTAC.

This option met with little enthusiasm yet was acknowledged as a potential source of funding albeit modest. It was suggested LTAC could have its own committee for the arts different than KCC. Comments ranged from 'this would be hard' to 'not enough money' to 'could be part of a funding

source'. If the KCC did receive more funding from LTAC, it may have to focus more on activities that had overnight and/or daytrip potential. A single voice thought this was a good idea.

Analysis: LTAC has a set of criteria and activity that isn't a direct match for the KCC. The focus is 'heads in beds' and the revenue generally limited. However, organizations like 4Culture were funded through LTAC dollars. The answers to this question were brief and declarative. Perhaps LTAC funding and its potential were not well understood.

Structure #5 - KCC becomes an independent nonprofit

This option had the strongest opinions for and against. Some of the opportunities that would exist under this option include a greater sense of freedom, the ability to raise additional funds, the potential to have a 'validation resolution' with the City and City contracts for a limited scope of work. Some of those same opportunities were viewed as negative. The KCC doesn't want to fundraise or compete with other nonprofits and still others thought the timing was poor for such an endeavor. Some City Council members indicated they would be 'okay with the transition' to '100% for spinning it off' to 'isn't the worst idea,' yet another Council member suggested KCC could be spun off and still have a small agenda, and city contracts for expansion and maintenance of the City art collection. One City Council member did recommend keeping the connection with the City but with less funding, reminiscent of option #1.

#5a. Without a transition relationship with the City.

The KCC would have to decide to do all the things required of a nonprofit. Overall, no one wanted to see the KCC end but rather to find an agreeable option to move forward in some form.

Analysis: This option has no traction or support, even among those that indicated having the KCC become a nonprofit was a viable option. The way it is stated may not be well understood. One interpretation is that the KCC would simply cease to exist if they didn't seize the opportunity to become a nonprofit and the art functions requiring citizen engagement would be done by a 'public art committee'.

#5b. With City support to transition over a designated period of time with modest financial assistance in the process.

Of the two options under #5, this one is more palatable to people and there are still those that feel 100% spin off is absolutely right given a short time horizon and modest financial support. However, it was a less favorable choice with KCC and select others. The KCC acknowledges it would be freed from City rules and could raise money. However, the KCC is concerned that it would have no staffing or money to run the organization, and concern surfaced about failing at the transition. There is insufficient commitment and passion on the part of the KCC and it would require either a new set of people or for the current members to have a change of heart. The KCC is not of one mind on this topic; there are some members who could see the organization as a nonprofit. With a transition, it is noted the scope of

work would need to be limited to focus on creating the entity and doing all that being a nonprofit entails. Some KCC members believe this is the option the City Manager favors.

Analysis: The option of moving toward a nonprofit model does not have solid resonance among the interviewees and both the City Council and KCC are of mixed mind. There is a bit of a 'keeping up with the Jones' perspective of not wanting to look like Kirkland is the only city among neighboring communities (Redmond, Bothell, Bellevue) not supporting a City-linked arts agency. There is evidence that having a nonprofit LAA has worked in Shoreline/Lake Forest Park although there is still a hefty investment from those cities.

Recommendation

After 17 interviews, two meetings with the Kirkland Cultural Council (minutes in Appendix G) and conversations with Ellen Miller-Wolfe, my recommendation is as follows:

- A decision is imperative. The lack of clarity and upheaval keeps everyone in limbo. Staff is spending additional time and the Cultural Council is not able to get to the arts advocacy and programming they would like to be doing.
- Clarify, reduce and articulate a limited scope of work - the expansion and maintenance of the City art collection - for the KCC. Provide modest funding consistent to the scope of work. As a way to make clear the change in the Cultural Council's role, it is further recommended the name change to 'Public Art Council'. A resolution could define the scope, the budget and composition of the Council. The City continues to make the other investments it currently makes in the arts.
- The KCC is directed to become or affiliate with a nonprofit or dissolve within a specific time frame. It generally takes six to nine months for an IRS application to be approved. The City provides some support in the transition of limited staff time and/or pass through of the 4Culture funds. Options exist for the City to do a 'validation resolution' to acknowledge the entity and its relationship to the City as well as to contract with the new entity for public art functions.

Appendices

Appendix A - Cultural Council Analysis of Local Arts Agencies (LAAs)

Appendix B - City Council Resolution R-4353

Appendix C - City Council Resolution R-4755

Appendix D - Kirkland Residents' Report

Appendix E - Interview Protocol

Appendix F - Staff Report

Appendix G - Cultural Council Minutes

	A	B	D	E	F	G	H	J	K	L	M
1	City	Population	FTE Staffing	Local Arts Agency (LAA) Budget	City Funding of LAA	City Funding Source	Other City Arts Funding	City Department	Does LAA Raise Funds?	Partnerships w/ other agencies?	Local Arts Agency (LAA) Mission
2	Kirkland	80,000	.2 FTE (.1 temp)	\$25,000	\$25,000	General Fund 4Culture	\$87,000	City Manager's Office	No		To promote strategic planning and development for arts, culture and heritage in the community.
3	Auburn	68,000	7 FTE	\$527,000	\$418,200	General Fund Admissions revenue Auditorium rentals	\$500-\$3000	Parks, Arts and Recreation	No	Chamber of Commerce, Schools, downtown association, Auburn Food Bank, Auburn Youth resources, Local service clubs	To serve the citizens of Auburn by fostering cultural growth and enrichment, sponsoring programs representative of the entire arts spectrum and providing programs that are reflective of the growing diversity of the population of the City of Auburn. The Cultural Arts Division works to provide well-rounded comprehensive arts programs that include visual art displays, live performances, concerts, festivals and a 1% public art program.
4	Bellevue	123,400	1 FTE (plus seasonal)	\$525,840 (from 4Culture info)	\$448,180 (from 4Culture info)	General Fund, 4Culture, CIP	\$110,000	Planning & Community Development	No		The commission shall act in an advisory capacity to the city council. . . in order that Bellevue may provide leadership in the arts: A. Keep the city council informed in matters of art, and represent the community interest in matters of art; B. Serve as the central commission to whom individuals and groups may bring their concerns and ideas with regard to the arts; C. Seek to enlarge the art consciousness of Bellevue; D. Encourage multi-age working, sharing, learning and teaching in the arts; E. Provide recognition and encouragement to local artists, both those established and those as yet unrecognized; F. Explore financing for acquisition of art objects, art activities, and capital improvements for the arts in Bellevue; G. Establish a long-range plan for the development and operation of a cultural center; H. Examine and make reports and recommendations on any matter referred to the commission by the city council. The commission shall report promptly, making such recommendations and giving such counsel as it may deem proper; I. Review the suitability of any work of art intended as a gift to the city.
5	Burien	48,000	.8 FTE	\$300,000	\$300,000	General Fund 4Culture	\$25,000	Parks, Recreation, and Cultural Services	No	Chamber schools non-profits	Promote a healthy, livable community with opportunities for physical activity as well as personal and cultural enrichment.
6	Kent	115,000	4 FTE	\$850,000	\$850,000	General Fund \$2 per capita Public Art Ordinance	\$10,000	Parks, Recreation, Community Services	No	Schools Historical Society Youth/Teen Program Inclusive Recreation Senior Center Housing & Human Svcs.	Our mission is to make high quality arts and cultural experiences available to Kent residents.
7	Redmond	54,144	5.5 FTE (1Temp)	\$325,000	\$325,000	General Fund 1% for Art	\$4,000-\$10,000	Parks and Recreation	No		Be a catalyst for Redmond's diverse and inventive community.
8	Renton	91,000	2.85 FTE	\$74,500	\$74,500	General Fund	\$6,000-8,000	Community & Economic Development	No	History Museum	To inspire and promote community involvement in the arts through exposure, education and participation. Goals: 1. To strengthen art alliances to enrich and increase awareness and participation of the cultural and artist community. 2. To serve as Renton's source for arts information. 3. To increase and improve funding for arts and culture programs. 4. To advocate for arts education at all levels. 5. To advise the City on related cultural projects and public art.
9	Sammamish	45,780	1 FTE		\$20,800 Budget \$31,500 Staffing	General Fund, 4Culture	\$37,000 \$27,000 staffing	Finance Parks & Recreation		City staff provide support for these programs: Farmers Market Heritage Society Symphony	Integrating art and culture to create a sense of place, civic identity, and unique character.
10	Shoreline & Lake Forest Park	66,000	2.2 FTE (non-profit)	300,000	63,000	General Fund, 4Culture, Glaser and Norcliffe Foundations, Zieve Family Shoreline Schools		N/A	Yes	Shoreline Public Schools Foundation Shoreline Rotary Clubs Lake Forest Park Town Centre Friends of Third Place Commons Historical museum	Nurture and support the arts in Shoreline and Lake Forest Park.

RESOLUTION R- 4353

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND RELATING TO THE CULTURAL COUNCIL.

Be it resolved by the City Council of the City of Kirkland as follows:

Section 1. Creation of the Kirkland Cultural Council. The Kirkland Cultural Council is hereby created effective November 1, 2002. The Kirkland City Council hereby approves the Cultural Council as a local arts agency and requests that King County recognize the Cultural Council as a local arts agency located in Kirkland, Washington.

Section 2. Purpose. The City is creating the Cultural Council to promote strategic planning and development for arts, culture and heritage in the community. The City Council would like advice from the Cultural Council regarding public art acquisitions. The Cultural Council shall advise the City Council, City Manager, and City staff regarding those issues referred to it by the City Council. After consultation with the City Manager, the Cultural Council may serve as the City's official representative on an arts, culture or heritage matter. The Cultural Council may submit to the City through the City Manager recommendations for other issues to be submitted to the Cultural Council as it feels is advisable.

Section 3. Membership. There will be no less than 7 members and no more than 15 members of the Cultural Council. All of the members shall reside or own a business within the City of Kirkland or its Potential Annexation Area. All members must have an interest in the arts. A member will serve in an individual capacity, even if he or she works for an organization that may make a proposal to the Cultural Council. The membership of the Cultural Council is intended to reflect balance, taking into account such elements as the diversity of the community and connection to various geographic areas of the City.

The table printed in Section 4 below sets forth certain factors applicable to the appointment of members. The special qualification "Artist" means a person who has a demonstrated commitment as an artist. The special qualification "Cultural Heritage" means a person who has a demonstrated commitment to cultural heritage matters. The special qualification "Youth" means a person who, at time of appointment, is at least 16 but not yet 18 years of age.

A member's term shall begin upon the member accepting his or her appointment. A member may be reappointed; provided that, no person shall serve as a member for more than six consecutive years. Vacancies shall be filled for the remainder of the unexpired term of the vacant position. A member will be expected to attend no less than 80% of all meetings for which there is no prearranged absence. In addition, when a member misses three or more consecutive meetings not excused by a majority vote of the Cultural Council, the Cultural Council shall consider removal of that member. In the case of a member who was appointed by the City Council, the Cultural Council shall report to City Council about a member's pattern of absence, together with

a recommendation concerning removal by the City Council. A member finding themselves unable to attend regular meetings is expected to tender his or her resignation. A resignation shall be effective on such date as designated by the resigning member.

Section 4. Table

POSITION	APPOINTED BY	LENGTH OF TERM	SPECIAL QUALIFICATION	NOTES
1	City Council	2 years		
2	City Council	3 years		
3	City Council	2 years		
4	City Council	3 years		
5	City Council	2 years		
6	Cultural Council	3 years	Artist	a
7	Cultural Council	3 years	Cultural Heritage	a
8	Cultural Council	2 years	Youth	b
9	Cultural Council	2 years		c
10	Cultural Council	3 years		c
11	Cultural Council	2 years		c
12	Cultural Council	3 years		c
13	Cultural Council	2 years		
14	Cultural Council	3 years		
15	Cultural Council	2 years		

NOTES:

- a. If a person who meets the special qualification listed for this position happens to be serving in another position, then this position may be filled without regard to the special qualification.
- b. If a person who meets the special qualification listed for this position happens to be serving in another position, then this position may be filled without regard to the special qualification or left unfilled at the discretion of the Cultural Council.
- c. Positions 9-15 may be filled or left unfilled, at the discretion of the Cultural Council.

Section 5. Officers. As soon as possible, the persons appointed to Positions 1 through 5 shall meet and appoint persons to fill the remaining 2 to 10 positions. Within one month after that initial meeting, the Cultural Council shall meet and organize by electing from the members of the Council a Chair and a Vice Chair. The Chair will have an initial term of one year. For subsequent years, the Cultural Council will pick a Chair for a term of one year with the possibility of selection for one additional year. The term for Vice Chair shall be one year, and the Vice Chair will not automatically ascend to become the Chair. There will be no term limit on serving as Vice Chair. It shall be the duty of the Chair to preside at all meetings of the Cultural Council. In the

Chair's absence, the Vice Chair shall preside. The Chair shall propose an agenda for meetings, and shall vote on matters being voted on by the Cultural Council. The Chair shall select a member to record decisions of the Cultural Council that establish policies or recommendations.

Section 6. Voting. A quorum of the Cultural Council shall be a majority of persons currently serving as voting members. A quorum must be present in order for a vote to be taken on a recommendation or a permanent policy. Each voting member is entitled to one vote. All matters establishing policies, recommendations or decisions shall be decided by a majority vote of voting members present.

Section 7. Liaisons. The Cultural Council may designate "Cultural Council Liaisons". Liaisons are intended to be resources for technical advice or expertise or to provide connections to other organizations. Liaisons will be invited to all Cultural Council meetings, but will not be required to attend and will not vote. The Cultural Council may choose to designate any number of Liaisons. The Cultural Council shall, at least once per calendar year, review and make current the list of Cultural Council Liaisons. Typically, one City Councilmember will be designated as a Liaison.

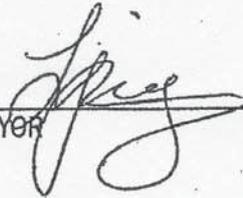
Section 8. Procedure. All business of the Cultural Council shall be guided by "Roberts Rules of Order". The Cultural Council may adopt a written policy of Cultural Council practices; so long as prior to December 31, 2005 such practices are not inconsistent with this Resolution or other direction of City Council. The City Council intends that the members of the Cultural Council will lead its transformation into a private nonprofit organization prior to December 31, 2005. In turn, after that date, the City Council will no longer appoint members of the Cultural Council nor determine operating procedures for it.

Section 9. The members of the Cultural Council shall receive no compensation from the City of Kirkland. Expenses specifically authorized by the City Manager may be advanced or reimbursed to a member.

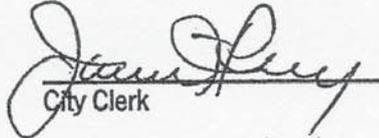
Section 10. Funds. The Cultural Council may choose to do fundraising with the goal of support for Cultural Council projects. The City Council intends to seek and consider Cultural Council recommendations for use of funds received through such fundraising. Until the Cultural Council becomes a private entity, all fundraising receipts must be handled in accordance with laws, rules and policies applicable to city funds. For example, the City Council must appropriate funds before they are available to be spent and funds may only be used for allowable public purposes. In the event that the Cultural Council also wishes to seek other (general fund) financial support from the City, the Cultural Council must forward such specific request to the City Manager. The Cultural Council shall not imply City commitment to an expenditure before City approval of that recommendation or request.

Passed by majority vote of the Kirkland City Council in open meeting
this 16th day of July, 2002.

Signed in authentication thereof this 16th day of July, 2002.


MAYOR

Attest:


City Clerk

Reso\Culturalreso

RESOLUTION R-4755

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND
RELATING TO THE KIRKLAND CULTURAL COUNCIL.**

WHEREAS, the Kirkland Cultural Council was formed in 2002 pursuant to Resolution R-4353; and

WHEREAS, the City would like to like to make some changes to the manner and process by which the Cultural Council is operated; and

WHEREAS, this Resolution replaces and supersedes Resolution R-4353;

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. Creation and Existence of the Cultural Council. The Kirkland Cultural Council came into existence on November 1, 2002. The Kirkland City Council hereby reiterates its approval of the Cultural Council as a local arts agency and requests that King County recognize the Cultural Council as a local arts agency located in Kirkland, Washington.

Section 2. Purpose. The City has created the Cultural Council to promote strategic planning and development for arts, culture and heritage in the community. The City Council would like advice from the Cultural Council regarding public art acquisitions. The Cultural Council shall advise the City Council, City Manager, and City staff regarding those issues referred to it by the City Council. After consultation with the City Manager, the Cultural Council may serve as the City's official representative on art, culture or heritage matters. The Cultural Council may submit to the City through the City Manager recommendations for other issues to be submitted to the Cultural Council as it feels is advisable.

Section 3. Membership. There will be no less than 7 members and no more than 15 members of the Cultural Council. All of the members shall reside or own a business within the City of Kirkland or its Potential Annexation Area. All members must have an interest in the arts. A member will serve in an individual capacity, even if he or she works for an organization that may make a proposal to the Cultural Council. The membership of the Cultural Council is intended to reflect balance, taking into account such elements as the diversity of the community and connection to various geographic areas of the City.

The table printed in Section 4 below sets forth certain factors applicable to the appointment of members. The special qualification "Artist" means a person who has a demonstrated commitment as an artist. The special qualification "Cultural Heritage" means a person who has a demonstrated commitment to cultural heritage matters.

The special qualification "Youth" means a person who meets the requirements of Kirkland Municipal Code 3.08.110(b).

The terms of the current members holding Cultural Council Positions 2, 4 and 5 are hereby extended through March 31, 2011. The terms for open Cultural Council Positions 1 and 3 shall begin upon appointment by the Kirkland City Council and shall expire on March 31, 2013. Except for the Youth Position, in all other cases, a member's term on the Cultural Council shall be for four years. Except as otherwise provided, the terms for all positions shall begin on April 1 and expire on March 31 of the applicable calendar year. In filling positions 6 through 15, the Cultural Council, with the assistance of City staff, shall stagger the terms of those positions in order to minimize high turnover rates.

A member may be reappointed to the Cultural Council; provided that, no person shall serve as a member for more than two full terms. Vacancies shall be filled for the remainder of the unexpired term of the vacant position. A member will be expected to attend no less than 80% of all meetings for which there is no prearranged absence. In addition, when a member misses three or more consecutive meetings not excused by a majority vote of the Cultural Council, the Cultural Council shall consider removal of that member. In the case of a member who was appointed by the City Council, the Cultural Council shall report to City Council about a member's pattern of absence, together with a recommendation concerning removal by the City Council. A member who is unable to attend regular meetings is expected to tender his or her resignation. A resignation shall be effective on such date as designated by the resigning member.

Section 4. Table

POSITION	APPOINTED BY	LENGTH OF TERM	SPECIAL QUALIFICATION	NOTES
1	City Council	4 years		
2	City Council	4 years		
3	City Council	4 years		
4	City Council	4 years		
5	City Council	4 years		
6	Cultural Council	4 years	Artist	a
7	Cultural Council	4 years	Cultural Heritage	a
8	Cultural Council	2 years	Youth	b
9	Cultural Council	4 years		c
10	Cultural Council	4 years		c
11	Cultural Council	4 years		c
12	Cultural Council	4 years		c
13	Cultural Council	4 years		
14	Cultural Council	4 years		
15	Cultural Council	4 years		

NOTES:

- a. If a person who meets the special qualification listed for this position happens to be serving in another position, then this position may be filled without regard to the special qualification.
- b. If a person who meets the special qualification listed for this position happens to be serving in another position, then this position may be filled without regard to the special qualification or left unfilled at the discretion of the Cultural Council.
- c. Positions 9-15 may be filled or left unfilled, at the discretion of the Cultural Council.

Section 5. Officers. Annually, the Cultural Council shall elect from the members of the Council a Chair and a Vice Chair. The Cultural Council will pick a Chair for a term of one year with the possibility of selection for one additional year. The term for Vice Chair shall be one year, and the Vice Chair will not automatically ascend to become the Chair. There will be no term limit on serving as Vice Chair. It shall be the duty of the Chair to preside at all meetings of the Cultural Council. In the Chair's absence, the Vice Chair shall preside. The Chair shall propose an agenda for meetings, and shall vote on matters being voted on by the Cultural Council. The Chair shall select a member to record decisions of the Cultural Council that establish policies or recommendations.

Section 6. Voting. A quorum of the Cultural Council shall be a majority of persons currently serving as voting members. A quorum must be present in order for a vote to be taken on a recommendation or a permanent policy. Each voting member is entitled to one vote. All matters establishing policies, recommendations or decisions shall be decided by a majority vote of voting members present.

Section 7. Liaisons. The Cultural Council may designate "Cultural Council Liaisons". Liaisons are intended to be resources for technical advice or expertise or to provide connections to other organizations. Liaisons will be invited to all Cultural Council meetings, but will not be required to attend and will not vote. The Cultural Council may choose to designate any number of Liaisons. The Cultural Council shall, at least once per calendar year, review and make current the list of Cultural Council Liaisons. Typically, one City Councilmember will be designated as a Liaison.

Section 8. Procedure. All business of the Cultural Council shall be guided by "Roberts Rules of Order". The Cultural Council may adopt a written policy of Cultural Council practices; so long as such practices are not inconsistent with this Resolution or other direction of City Council.

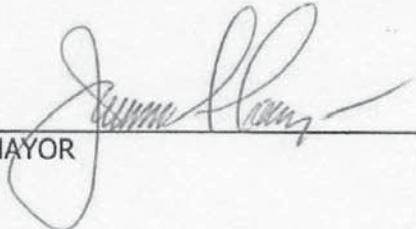
Section 9. Conversion to a Nonprofit Entity. The City Council intends that the members of the Cultural Council will lead its transformation into a private nonprofit organization at some time in the future. When that occurs, the City Council will no longer appoint members of the Cultural Council nor determine operating procedures for it.

Section 10. Compensation. The members of the Cultural Council shall receive no compensation from the City of Kirkland. Expenses specifically authorized by the City Manager may be advanced or reimbursed to a member.

Section 11. Funds and Fundraising. The Cultural Council may choose to do fundraising with the goal of garnering support for Cultural Council projects. The City Council intends to seek and consider Cultural Council recommendations for use of funds received through such fundraising. Until the Cultural Council becomes a private entity, all fundraising receipts must be handled in accordance with laws, rules and policies applicable to city funds. For example, the City Council must appropriate funds before they are available to be spent and funds may only be used for allowable public purposes. In the event that the Cultural Council also wishes to seek other (general fund) financial support from the City, the Cultural Council must forward such specific request to the City Manager. The Cultural Council shall not imply City commitment to an expenditure before City approval of that recommendation or request.

Passed by majority vote of the Kirkland City Council in open meeting this 7th day of April, 2009.

Signed in authentication thereof this 7th day of April, 2009.


MAYOR

Attest:


City Clerk



MARKET
& OPINION
RESEARCH
SERVICES

811 First Avenue
Suite 451
Seattle, WA 98104
(206) 652-2454 TEL
(206) 652-5022 FAX

436 14th Street
Suite 820
Oakland, CA 94612
(510) 844-0680 TEL
(510) 844-0690 FAX

3857 N. High Street
Suite 302
Columbus, OH 43214
(614) 268-1660 TEL
EMCresearch.com

City of Kirkland Telephone Survey about Citizen Opinions & Priorities



5 City Services and Functions

5.1 Importance

Question(s) Analyzed

Q15. I'm going to read to you a list of services and functions provided by the city. For each one, please tell me how important that city function is to you and your household. Use a scale of 1 to 5, where 1 means that it is "not at all important" and 5 means it is "extremely important."

Finding

- ***Safety related services -- fire/emergency medical services and police -- continue to be seen as the City's most important functions and the percentage of residents rating these services as "extremely important" is significantly higher than for any other service/function.***
- ***After fire and police, key services/functions include recycling and garbage collection, pedestrian safety and maintaining streets.***
- ***Community events, arts, and recreation programs/classes continue to be seen as the least vital (% "Extremely Important") functions, although close to half of residents still say these service are important. City parks, however, are seen as a key service.***

Sixteen of the 18 functions/services tested are seen as important by a majority of residents – only "support for arts in the community" and "community events" fail to get a majority, although both are above 40% in overall importance.

Three-fourths of residents rate "fire and emergency medical services" as a 5 ("Extremely Important") on a 5-point scale and 93% rate it as a 4 or a 5. A strong majority (61% "Extremely Important") of residents also see "police services" as a critical City function – 85% rate police services as a 4 or a 5.

The next tier of services/functions that are seen as highly important include: recycling and garbage collection (83% Total Important, including 48% Extremely important), pedestrian safety (82%; 50%), and maintaining streets (82%; 43%).

Roughly three-fourths of residents see attracting and keeping businesses (77% / 45%), City parks (77% / 43%), protecting our natural environment (76% / 42%), and emergency preparedness (74% / 46%) as important.

Managing traffic flow (74% / 36%), availability of sidewalks and walking paths (71% / 36%) and services for people in need (68% / 35%) have high overall importance, but lower intensity (% "Extremely Important").

There are some minor differences in average importance between Pre-annex and Post-annex residents, but the overall order is largely the same.

Figure 5-1 – Importance (All Residents)

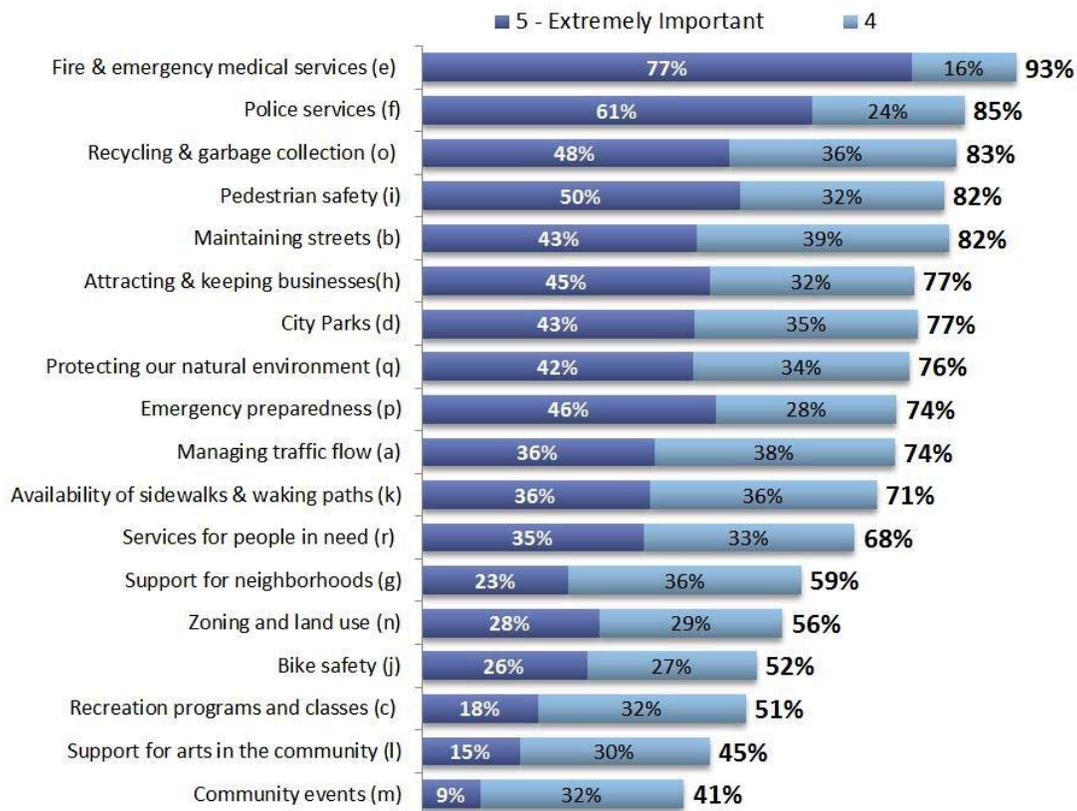


Figure 5-2 – Average Importance (Pre- and Post-Annex)

Service Item	Pre-Annex Mean	Post-Annex Mean
Fire & Emergency Medical Services	4.59	4.79
Police Services	4.43	4.34
Pedestrian safety	4.27	4.15
Recycling & Garbage Collection	4.27	4.28
Maintaining streets	4.22	4.20
City Parks	4.17	4.10
Attracting & Keeping Businesses in Kirkland	4.16	4.08
Emergency Preparedness	4.11	4.23
Protecting our natural environment	4.05	4.17
Managing Traffic Flow	4.00	4.01
Availability of Sidewalks & Walking Paths	3.99	3.85
Services for People in Need	3.93	4.00
Zoning & Land Use	3.82	3.68
Support for Neighborhoods	3.61	3.81
Bike safety	3.50	3.39
Support for Arts in the community	3.34	3.27
Recreation Programs & Classes	3.34	3.57
Community Events	3.17	3.18

5.2 Importance - Comparison with 2010

Finding

- *Most importance ratings are similar to or slightly below the 2010 results with one exception: the importance of community events has dropped half a point since 2010.*

Figure 5-3 – Importance Year-to-Year Comparison

NOTE: 2012 means are shown based on a 0 to 4 scale to allow for comparison with 2010 data and only reflect the ratings of residents in the pre-annexation area.

Service/Function	2010 Importance	2012 Importance	Change	%Increase/Decrease
ALL SERVICES/FUNCTIONS	3.11	2.95	-0.16	-5.1%
Availability of Sidewalks & Walking Paths **	2.95	2.99	+0.05	1.6%
Attracting & Keeping Businesses in Kirkland	3.13	3.16	+0.03	1.1%
Protecting our natural environment	3.08	3.05	-0.03	-0.9%
Maintaining streets	3.28	3.22	-0.06	-1.8%
City Parks	3.24	3.17	-0.07	-2.3%
Support for Neighborhoods	2.68	2.61	-0.07	-2.7%
Emergency Preparedness	3.20	3.11	-0.09	-2.9%
Recycling & Garbage Collection **	3.41	3.27	-0.14	-4.0%
Fire & Emergency Medical Services **	3.76	3.59	-0.17	-4.4%
Zoning & Land Use	2.98	2.82	-0.16	-5.4%
Police Services	3.71	3.43	-0.28	-7.5%
Support for Arts in the community	2.56	2.34	-0.22	-8.6%
Managing Traffic Flow	3.30	3.00	-0.30	-9.0%
Recreation Programs & Classes	2.70	2.34	-0.36	-13.4%
Community Events	2.68	2.17	-0.51	-19.1%

NOTE: **Three of the above categories represent multiple means from individually-tested items in 2010. For these items, the 2010 number is the average of those individual ratings. For example, the 2.95 appearing for the 2010 rating of “Availability of Sidewalks & Walking Paths” is actually the midpoint between a 2.98 mean for “Sidewalks” and a 2.91 mean for “Walking Paths” in 2010.

City of Kirkland Interview Protocol

Background

The City of Kirkland has funded a Cultural Council of the Arts since 2002. For the past 9 years, the Kirkland Cultural Council (KCC) has played various roles such as initiator, collaborator, sponsor, presenter, capacity builder and advocate. KCC has been an active voice for the arts in Kirkland, a place known for arts, culture and heritage. City budgets have declined. The City Council is tasked with the job of determining how best to move forward in an environment of many competing interests and inadequate revenue to continue to do business as usual.

Current Context

You have been invited to participate in a process to determine what recommendations should be made to the Kirkland City Council regarding the future of the KCC as currently structured. Your willingness to be open, candid and future thinking is critical to this endeavor.

Diminishing public resources available to the City has precipitated the need for a review of the functions of the KCC to determine how best to move forward knowing there is likely to be limited City funding for the Council in the budget-strapped years ahead. Various options have been imagined for KCC from becoming a stand-alone nonprofit, being a completely volunteer-driven organization or even dissolving and having other organizations pick up some of the roles of the Council. All options are on the table but what is clear is that the City can no longer fund KCC either monetarily or through allocated staff time at the levels it has in the past. However, Council has expressed support for the work of the Cultural Council and would like to see them continue in some fashion.

Your conversation with me will be confidential. I will be taking notes, however, no comments will be linked to individuals in the final analysis. Clearly there are some difficult choices to make and one thing is certain - change is a given. How things change will depend on the insight, creativity and grounded vision we each bring to this task.

Interview Protocol

- What is your relationship to the KCC?
- What is your perception of the role of the city in supporting the arts in Kirkland?
- What is your perception of the role of the Kirkland Cultural Council?
- What do you consider to be the key benefits of having a Cultural Council?

Let's assume for a moment that the KCC continues on in some fashion...

- In what ways do you see benefit to the community being enhanced?
- What are the benefits/challenges of services being provided by KCC?
- What sources of revenue do you see the KCC tapping into?
- How should the performance of KCC be measured? Who should set performance measures?

- Who should KCC be accountable to?

Let's assume for a moment that the KCC does not continue...

- In what ways do you see services to the arts in the community changing?
- What are the benefits/challenges of services being provided by agencies other than KCC?
- What sources of revenue could other agencies apply to providing the services?
- How should the performance of these other agencies be measured in this regard? Who should set performance measures? Who should they be accountable to?

A number of different structures have been discussed:

1. Cultural Council continues under City umbrella, but with very limited funding and staffing from the City.
2. City funds the KCC at \$25K level in 2012 with future funding uncertain.
3. Modified Cultural Council where the City maintains a very few duties and the rest are parceled out to other groups.
4. Make the focus of KCC cultural tourism with restricted funding from Tourism Development Committee (LTAC).
5. KCC becomes an independent nonprofit.
 - a. Without a transition relationship with the City
 - b. With City support to transition over a designated period of time with modest financial assistance in the process

Which two options make the most sense to you and why.

**CITY OF KIRKLAND**

123 Fifth Avenue, Kirkland, WA 98033 425.587.3000
www.ci.kirkland.wa.us

MEMORANDUM

To: Kurt Triplett, City Manager
From: Ellen Miller-Wolfe, Economic Development Manager
Date: October 6, 2011
Subject: 2011-12 Cultural Council Workplan

Purpose: Staff seeks approval for the Cultural Council Workplan 2011-12.

Background: The City Council met on July 19, 2011 to consider options for the future of the Kirkland Cultural Council (KCC). The KCC had been eliminated from the City 2010-11 budget and as a result, has relied upon an \$8000 grant from 4Culture and some money that it has raised to cover the costs of limited staffing (4hrs. per week on average) and incidental costs associated with events and programs. At the July 19, 2011 meeting, the City Council approved one-time funding from its special projects reserve totaling \$25,000 to fund the KCC through December, 2012. The Council indicated that there should be no increase in KCC programs, that the minimum level of staffing be maintained, that there be no fundraising, and that a study would be undertaken to determine the best option for providing arts programs for the City. The Council asked that staff return with a workplan in October that outlined the study.

Staff prepared a workplan and has since revised it to incorporate input from the KCC meeting of September 21, 2011 and the Economic Development Committee (EDC) meeting of September 26, 2011. Also attached (Attachment A) are recommended changes to the workplan proposed by the KCC.

Recommendation: That the City Council adopt the workplan and authorize the Economic Development Committee to oversee the study and receive input from the Kirkland Cultural Council. The Economic Development Manager will prepare a reading item in January, 2012 briefing City Council on the progress of the study and return in May, 2012 with recommendations for future arts programming.

Cultural Council Workplan and Budget Estimate October 6, 2011

Workplan Objectives

- Analyze the Cultural Council's founding resolution, current mission, vision and scope of work including goals outlined in the Vision 2020 Plan
- Recommend options for functions that should remain within a City advisory board, what functions might be jettisoned and those that might be taken on by an organization outside the purview of the City.
- Develop an estimate (staffing, operations, etc.) for cultural, arts and heritage programs and services
 - Develop a cost estimate if the City was to retain all or some of these functions and include the cost of possible outsourcing of staffing.
 - Develop an estimate for outside organization or agency assumption of functions and consider what if any contribution the City would make in support
- Take initial steps to explain and implement the model for cultural, arts and heritage services to the community. (Options could include those presented to City Council in July, 2011 and variations).

Information Gathering

Staff, with assistance from an outside consultant, members of the Cultural Council, and other volunteers will conduct research about other cities and agencies to answer questions posed by City Council members. Outside consultant will conduct interviews and meetings with key stakeholders, and facilitate discussions. Research questions may include but not be limited to the following:

- What other cities in King County have arts councils? Provide general demographics of these cities along with arts data.
- What is their mission and scope and how does it compare to the current Kirkland model?
- What level of funding (dollar amount) is allocated to the arts council and other arts-related activities?
- What level of staffing (FTE) supports the arts council and other arts-related activities?
- What City department(s) oversee arts programs?

- What are the sources of funding for the arts? (admissions tax, lodging taxes, general fund...) Differentiate between direct funds to arts agencies versus funds for an advisory board
- Do any arts councils raise funds for their activities?
- Do any arts councils partner with other agencies? If so, what agencies?

Analysis

Research and analysis will aim to answer these questions:

- What is the current involvement of the City in arts programs and services?
- What is the City government role in supporting the arts in this community?
- What benefits come from having an arts council?
- How can we optimize the work of the Cultural Council to enhance benefits to the community? What does the framework for optimizing arts services to the community look like?
- How much financial or staff support is the City willing to provide and what can be accomplished with those resources?
- What are the benefits and challenges of services being provided by the City versus an outside organization or agency?
- How would we measure performance going forward?

Process

The City Council has allotted a little over a year to come up with a plan for arts, culture and heritage for Kirkland. The suggested calendar allows time for analysis as well as for implementing whatever model or models are decided upon.

- Review video of City Council consideration of options for KCC (September, 2011) and letters to the City Council
- Prepare workplan for review by KCC and EDC (September, 2011)
- Bring workplan to City Council for review and approval (October, 2011)
- Determine scope of work and retain consultant for interview, facilitation and other duties as required (October-November, 2011)
- Gather background information from other cities and agencies (October-November, 2011)
- Interview KCC, EDC, staff and others (November-January, 2012)
- Reading file item on progress for City Council (January, 2012)
- Present findings and explore **Analysis** questions with KCC and EDC possibly in a one-day workshop retreat (February, 2012)
- Generate a report of workshop outcomes for general consumption (KCC, EDC, Council reading file (March, 2012)

- Prepare recommendations for future arts model (February-March, 2012)
- Share recommendations and gather input from KCC and EDC (April, 2012)
- Bring recommendations forward to City Council (May, 2012)
- Implement decision (Possible budget revisions, partnership agreements, nonprofit development...) (June-December, 2012)

Budget Estimate

• KCC Staffing	\$ 15,800
• Incidental Costs	
○ CACHET (collaboration with local arts groups)	\$ 4,000
○ Artwalk (monthly activity)	
○ Public/Private art consultation	
○ Other	
• Consultant Services	<u>\$ 6,200</u>
	\$ 25,000

*Does not include anticipated 2012 grant from 4Culture or any carryover of 2011 4Culture funds and fundraising proceeds

Cultural Council Retreat
Cascadia Community College
January 10, 2012

Present: Leah Kliger, Melissa Nelson, Gaerda Zeiler, Amy Whittenburg (Chair), Nora Carlson, Cathy Heffron, Linda Paros, Rebecca Devere

Staff: Julie Huffman (staff) and Ellen Miller-Wolfe (staff) stepped out during the Future of the Cultural Council portion

Absent: Trent Latta, Erik Gordon, Bhaj Townsend

Guest: Kris Mayer, Consultant

Meeting called to order at 4:10pm

Council started with an ice breaker.

They then came up with ideas that contribute to good communication.

They then met with Kris Mayer to discuss the Future of the Cultural Council.

Finally, they discussed their workplan for 2012. Council felt with the future of the Cultural Council up in the air, with resolution planned for April or May, that it would make more sense to maintain current programs. Melissa would like to bring Shakespeare in the Park to Kirkland. Trent might still be interested in the String Bean event. The council members are unsure if the future as a city board is likely, and give that, they are unsure where and how they each will be involved. A signature event is another project that members can work on—for example assisting Kirkland Uncorked through the Kirkland Arts Center. Council would like to find out more about Summerfest. Discussion will continue at future meetings. Meeting adjourned at 8:15.

Cultural Council Meeting 1.30.12

Meeting with Kris Mayer, Consultant hired to do the Cultural Council Analysis

Present: Kris Mayer (Consultant), Julie Huffman (staff), Ellen Miller-Wolfe (staff), Amy Whittenburg (Chair), Melissa Nelson (Co-Chair), Nora Carlson, Cathy Heffron, Linda Paros, Bhaj Townsend, Leah Kliger, Gaerda Zeiler .

Absent: Trent , Rebecca Devere,

One piece of Council business that is timely and needs to be done prior to starting the conversation.

Contracts put forward by the Public Art Committee for approval of temporary art exhibits:

- Julie Speidel
- Kirkland Art Center
- Kirkland Heritage Society
- Robin Rothe

Bhaj moved to accept the pieces as proposed, motion approved.

Introductory comments made by Kris and Ellen regarding the process.

Bhaj had questions regarding the process, who was being interviewed, and what weight each interview is given (no particular weight given to different interviews, but looking for common themes per Kris)

Leah would like another sheet added to the wall to allow an option "outside the box" to be considered (5 sheets with options placed around the room on easel pad sticky notes)

Kris asked CC members to write one sentence of what they would like to come out of tonight:

Amy: profound value of Cultural Council

Linda: value of Cultural Council in Kirkland's future, consensus and individual ideas

Bhaj: value and impact of a Cultural Council in creating and sustaining a vibrant city

Leah: reaffirm value of Cultural Council; identify specific options/ideas that CC would like to see in their future

Gaerda: ditto with Leah's comment, if CC were to end how to keep arts alive in Kirkland

Melissa: CC pretty cheap thing, given what they get in return, let's make a decision and move on— transition has been too long

Nora: hope that in discussions that there really is openness, creativity of thinking for multiple options and hopefully can reach one that will show the value of CC and benefit City

Cathy: hope each council member can state their opinion without interruption and with respect.

Ground Rules:

Clarifying questions

Stay on target with timing

Keep open mind

Kris would like CC members to pair up and go around to sheets on each of 5 pages and weigh in with pluses and minuses about each option. Asking that each pair be sure to go through all options. Bhaj asked clarifying question of whether it is what the council will look like, not what it will entail. Previously went through the roles of the council and what each person valued about the council. This time focusing on the formation and what that will look like.

Committee was given time to review each of the options, with this feedback written onto large post-it pads. The following are the comments made on each option.

Option #1

(KCC continues under the city umbrella with existing funding and staffing)

Pros

- Keep structure of KCC the same and wait for improvement of economy.
- Meet less often, fewer responsibilities.
- Acknowledgement of value of KCC.
- Possibility of moving forward on goals (from plan).
- Continue to symbolically represent the city's commitment to the arts.
- Keep doing so much for so little.
- Explore regional e.g. Redmond partnerships to expand impact of current cultural council.

Cons

- Limited activities due to lack of funding.
- Uncertain support for projects.
- Difficult for planning.
- Undervalue the role of KCC & support for arts in Kirkland.

Option #2

(City funds KCC @ \$25K in 2012 – future funding uncertain)

Pros

- Possibility of retaining KCC as is.
- KCC is pretty cheap - large bang for city buck.
- Have support to the KCC for 2012.
- Continue doing so much for so little.

Cons

- Uncertainty.
- Loss of role of KCC from city council.
- Where we've been since inception of KCC in 2002
- Very unreliable.

Option # 3

(Modify KCC, city retains a few duties, others are parceled out to other groups).

Pros

- Collaboration opportunities with other city groups and organizations.
- Some art functions are retained by city.

Cons

- Uncertain "chain of command" for leadership on projects.
- Outside organizations would not know who to go to.
- Unclean vision of cultural council.

- City loses its “stamp” on arts culture in the city.
- It becomes more regional losing its local impact.
- Other arts organizations/residents view KCC as “disappearing.”
- Cultural council loses identity & brand. Work becomes watered down.

Option # 4

(Make focus of KCC cultural tourism with restricted funding from LTAC)

Pros

- Dedicated \$ from the city to promote culture in Kirkland.
- Increase interaction with LTAC to add to promotional opportunities for culture in the city.
- Continued limited financial support from city with additional LTAC funds.
- Better connection with city for promotion of arts.

Cons

- Limited scope to focus on getting ppl to stay overnight.
- Tightly controlled use of funds.
- Would be restrictions on use of funding.
- Accountability to the actual end result who would really care.

Option #5A

(KCC becomes 501(c)3 without transition relationship with city)

Pros

- Freedom from city rules.
- Freedom to fund raise.

Cons

- Competition with other organizations for donor dollars.
- Insufficient commitment, passion, time, expertise among KCC will make this unsuccessful – no one to make it happen.
- No \$ or staff to manage run organization over time.
- KCC functions may cease to exist.
- Shows lack of support from KCC for the arts.
- Possibility of failure.
- City loses out on knowledge & expertise of KCC.
- City is making a statement that they don’t support (financially) an arts/cultural organization.
- The belief that “arts” are not important to the city.

Option #5B

(KCC becomes 501(c)3 with a transition plan over designated period of time with modest funding during process)

Pros

- Same \$ and logistical support from city to get going.
- Other funding options available that are not available as a city entity.

Cons

- Competition with other organizations for donor dollars.
- Insufficient commitment, passion, time, expertise among KCC will make this unsuccessful – no one to make it happen.
- No \$ or staff to manage run organization over time.

- Loses commitment from council of city's ??? & values for the arts.

Option #6 (added)

(Out of the box: KCC & Redmond Arts Commission merge/unite to form a two city entity with funding as budgets allow now and in the future)

Pros

- Collaboration for mutual benefit
- Communities working together to pool funding & staff.
- Promote a regional approach & community involvements.
- Each city brings specific strengths which strengthen the arts for over 130,000+ people.

Cons

- Potential for less control over local events/mission of KCC.
- Still requires some Kirkland commitment of funds to be a worthwhile partnership for Redmond.
- Whoever gives the most money will have the control?
- Is there an established rivalry between Kirkland and Redmond?

Option#7 (added)

(Kirkland city council commit to a vibrant cultural council with increased funding)

Pros

- Commitment to culture.
- Ability to define its cultural "brand."
- Be a destination promoting culture.
- City would deserve its image as arts – supporting community.
- Symbolically demonstrate & financially ensure that identity is preserved.

When the group re-convened, Kris asked what reflections the group had while doing the exercise:

Melissa: glad to see there are plusses on each page, liked that process

Nora: allowed each person to process and discuss each option, so liked the process and being able to see what others wrote

Cathy: creative thoughts were brought out through the process

Leah: feels like there is an assumption that the Cultural Council cannot do fundraising. The resolution allowed for fundraising. Why is this an assumption? City Manager

Amy: interesting to see a visual of the alignment of where people are, and to see all options

Gaerda: question about #2—seems similar to option #1. #1 and #2 are very similar.

Melissa: her understanding about fundraising was that it was state law that prohibited it

Bhaj: for a city to have a cultural council strengthens their brand. Feels like the option of funding a vibrant council was not an option that was considered.

Kris has 2 different activities, and wants the group to break up into 2 groups. One is the same questions that all people are being asked in the interviews. First set of question is if the council continues as it is. The second one is if the Cultural Council does not continue as they are—that could look like anything. Each group will take notes so that those are recorded.

Protocol #1

(Assuming the KCC continues more or less like it is)

- The cultural part of the city is so important that the city should make a commitment to supporting it. The city should take every opportunity to tell its citizens that they are supporting the arts.
- There is an economic benefit to supporting the arts – there is a reputation that Kirkland needs to up hold (as an arts destination). Has the vision of Kirkland changed from an arts destination to consignment shop destination?
- You have a central location (council) that outside organizations can go to for help. You have a concentration of expertise to use as needed. A council provides a 'quality control' for city arts opportunities.
- 4 Cultural - Try to get more, tap into sales tax, quite giving KPC money back, KCC parking tickets, donations via other arts organizations.
- KCC should be board related to a division in the city, not stand alone. Then the measure would be obvious.

Protocol #2

(Assuming the KCC does not continue as it is)

- Perception is that the city does not value or support leadership for the cohesiveness of the arts organizations in Kirkland.
- Loss of leadership, vision, public policy and strategy in the arts community. Loss of quality of life & perceived livability. City becomes less attractive alternative destination for employers, businesses, residents & tourists.
- Challenge is to retain focus of the arts as greater as a whole than the sum of our pieces.
- Private, corporation, government funding, foundation donors.
- Performance is accountable to whichever organization is providing funding

If funding is increased to KCC:

- Benefits showing continued commitment to the arts for the community.
- Brings new energy and excitement to city, enriching new potential for economic development.
- Marketing to new businesses interested in relocating to Kirkland.
- Support diverse community, fostering high quality of life.
- Build renewed sense of excitement & vibrancy.

Final comments for the evening:

Melissa: Houghton Community Council will be worse than this

Nora: thanks for the new format, hope all ideas will be included in the next phase

Cathy: came up with creative ways to help with funding. Most won't be able to be implemented, but one was to add a tax to the tickets that funds the council

Linda: more people need to know about the cultural council and what we do

Amy: as we explore these options, the important thing is to not write off the options that would sustain us as a city council. Still can accept donations, though fundraising was discouraged due to staff time involved. So many options still to consider, hope that option of remaining with the city is considered.

Bhaj: Appreciate having a second night. Important for a city of this size to show leadership in their culture by having a cultural council to explore, develop and sustain a vibrant culture. The city won't be able to sustain itself but will get swallowed up by those around it without a cultural council.

Leah: want to reinforce that while we're asked to keep an open mind, I hope others will keep an open mind as well, so that open minds at the city manager and city council level will be there too

Gaerda: there is a risk of losing momentum and energy that the council brings in options 4 and 5. Knowing they are not fully supported by the city may mean that the energy dissipates over time.

Kris summarized that she had conversations with 5 of 7 council members, and the conversation was as diverse as it was tonight. She will be taking stock of what needs to be done before moving toward looking for common patterns, synergy in the input. A brief report will be written that will have attachments including the questions, as well as information from other cities. That report will go back and forth, the Economic Development Committee and the Cultural Council will both see that report before it goes to the City Council. Still shooting for April.

Question from Bhaj: Have other options been considered beyond options 1-5 come up in her conversations with stakeholders so far? No completely outside options have been brought up by others. How will it be considered that the Cultural Council put forward options that were not previously considered? Kris is collecting all information that doesn't fit neatly into the protocol and that's where it will be considered. Bhaj would like the additional options to be considered with depth. Leah would like to offer that the cultural council members can contact City Council members directly to advocate for their wishes.

Cultural Council Minutes

March 21, 2012

Present: Amy Whittenburg (Chair), Leah Kliger, Rebecca Devere, Nora Carlson, Melissa Nelson, Bhaj Townsend, Cathy Heffron, Trent Latta, Linda Paros, Ellen Miller-Wolfe (Staff) , Julie Huffman (staff), Kris Mayer (Consultant)

Absent: Gaerda Zeiler

Note: Nora Carlson joined the committee and Rebecca Devere left the committee meeting at 5pm.

CALL TO ORDER/WELCOME

APPROVAL OF MINUTES

The Cultural Council reviewed the February minutes and made 2 changes to the minutes (cost of Shakespeare in the Park, and motion approved that Nora proposed regarding budgeting). Motion to approve minutes, and minutes approved.

ANALYSIS

Kris Mayer present to review the analysis. Cathy concerned that heritage is not prominently included. Rebecca Devere should be included in the list of the people interviewed at the retreat. Question—are the 2 options in the report the only options being put forward? If so, what is the purpose of the discussion? What will happen to the feedback that is put forward? Rebecca feels resistant to the whole process because she feels like the city already has made the decision and has hired a consultant to be able to say it did. She will read the report because it's important but it is changing what she signed up for. Amy mentioned that the cultural council asked for the opportunity to give feedback and this is their opportunity to do that.

After discussing among themselves, the group reported that the purpose was for their comments to be included with the report to the City Council. They would like to formulate their own written response that can be included with the report. That way they will be heard. The Economic Development Committee will review the report again on April 9th. The response could be included at that time, or could go straight to the City Council in May when it is on their agenda. Ellen asked if they would like to review the report once again. Cultural Council will call a special meeting to come up with that response. Leah suggests a subcommittee draft a response for the entire council to review. EDC agenda goes out the Thursday before the Monday meeting. Leah will organize the subcommittee.

Committee questions the sentence that says that the \$25,000 was meant to be used for the analysis. It was meant to be used to fund the cultural council for 1 year. It was also discussed that the staff would engage in an analysis. The staffing sentence talking about the demands on staff time states that the demands are into several departments. The staffing was primarily due to the lack of budget allocated to the cultural council, the fundraising that they did in response to that. Also, staff time is now being used for the analysis but that is also separate than staffing the council's activities. Numbers were mentioned in some areas, but there were several areas where numbers were not available, such as the amount of staffing allocated to the cultural council. Bhaj would like to have had more hard data, numbers. Bhaj was also surprised when she came to the end and saw the recommendations, after all the discussion about the great work that other cities are doing. The recommendation doesn't follow from the assumptions. Amy also mentioned that one item that was missing

from the second retreat was not mentioned. Those "out of the box" thoughts were not included, such as collaborating with Redmond, and fully funding the cultural council.

Ellen reported that she spoke with Redmond to see if there was any interest in merging or having that City provide staffing for this council. Both options would require a lot more conversation, but neither option seemed very feasible given the amount of money that Redmond provides for their councils versus how much Kirkland has to offer in terms of budget. Redmond is also in a transition regarding staffing, specifically the location of the arts in the City organization. So the timing would be challenging for coming up with a proposal in time for the May deadline of this analysis. Ellen met with the staff and the chair of the arts advisory council. They currently are not interested in merging, but are very interested in collaborating on the promotion of the arts across both cities. Joining together in communicating and promoting was something they thought would raise consciousness of arts in the region.

One final item from Amy is concern that the research was not integrated in the report. Rather than using that information to think creatively, it was relegated to an attachment and is a somewhat wasted effort or a lost opportunity.

BUDGET DISCUSSION

Julie and Ellen reported on the budget. \$3730 is before Kurt to be decided whether it will be allowed to be carried over. The council has \$4,000 from the \$25,000 allocated from the City Council, and another \$8,000 from 4Culture. The Cultural Council is concerned that the funds received as donations will remain with the cultural council. Council would like to focus on the money that it does have. If the funds are not carried over, the council would like to see the accounting from last year.

COMMITTEE REPORTS

CACHET

Joyce Culpepper-Smith would like photos of the band. The only negative feedback was the food. Otherwise it was a great event.

Artilization

Preliminary conversations about chairing the artilization committee have been had, and these will continue. Leah mentioned that there are some new and exciting things going on in this arena. There are a few new galleries. Leah would like there to be more outreach to the galleries. Also it may be an opportunity to reach out to the schools. Leah would like to send a letter from the Cultural Council to the music teacher that won the teacher-of-the-year award. Leah would like a letter sent to the Heritage Society saying how nice those banners were during heritage month. New Executive Director of the Chamber of Commerce, Bruce Wynn, is very interested in music in the restaurants and bars. Council would like him invited to the next Cultural Council meeting.

Bhaj connected with SIFF and Theatre Simple. SIFF was happy to get Cultural Council and Tourism funding. Theatre Simple is booked for 2012 so unable to come to Kirkland.

Public/Private Art

Public Art committee recommends that the Cultural Council renew a loan contract for three years for the "Nesting" sculpture on Park Lane. Cathy motioned to accept the loan contract, motion carries.

Date: April 6, 2012
To: Kirkland City Council
From: Kirkland Cultural Council
Subject: Proposal for the future of the Kirkland Cultural Council

Memo:

The Kirkland Cultural Council recognizes that the City of Kirkland is facing extraordinarily challenging economic times and that difficult decisions have been made time and again. We recognize the Cultural Council is just one of many entities that has been impacted. But we also recognize that the Cultural Council has made invaluable contributions to the City of Kirkland for nearly a decade and its loss would be deeply felt.

Since its inception in 2002, the members of the Kirkland Cultural Council have made immeasurable contributions to our community including (but certainly not limited to):

- Curating Kirkland’s public art collection
- Advocating for and securing 1% for Art
- Fostering and providing seed funding for important annual events like the Kirkland Artist Studio Tour and SIFF at KPC
- Developing and promoting thriving downtown Art Walks
- Facilitating pop-up art shops that generate revenue in empty storefronts
- Building a strong, collaborative network of invested arts supporters through the Kirkland CACHET initiative

These achievements represent just the tip of the iceberg. All of these things and more we have done as a group dedicated to the highest good of Kirkland as a city, representing the city and acting as a liaison from the city to our many partners in the business and nonprofit community.

We strongly and unanimously believe that the City of Kirkland must maintain a city-sponsored entity dedicated to the arts in Kirkland. Through extensive research into the arts funding structures and support of our regional neighbors, we have collected data from 4Culture and city representatives from throughout King County. These cities represent a cross section of our region with widely varying priorities, city brands, and economic conditions.

City	Population	City Funding of LAA
Auburn	68,000	\$418,000
Bellevue	123,000	\$448,000
Burien	48,000	\$300,000
Kent	115,000	\$850,000
Redmond	54,000	\$325,000
Renton	91,000	\$75,000
Sammamish	46,000	\$52,000
Shoreline/Lake Forest Park	66,000	\$63,000

Despite their differences, each of these cities clearly recognizes the immeasurable value that arts and culture bring to their cities, to their citizens, and to the many visitors attracted to their cultural offerings.

Kirkland is a city that has always prided itself on a strong arts identity and brand. To eliminate (or functionally debilitate) our city board for the arts would signal to the entire region that we no longer value or cultivate our arts identity. We believe that Kirkland can ill afford to fall so far out of step with other cities unless we are prepared to forfeit that brand -- and the economic rewards that come with it -- to our neighboring communities.

The arts, culture, and heritage have a profound economic impact on Kirkland, driving cultural tourism and economic development.

- They generate hundreds of thousands of dollars (or more!) in business receipts and income for dozens of local arts-related businesses and non-profits each year
- Thousands of people are employed in Kirkland's "creative economy," and those people in turn spend money to live, eat, shop, and play in Kirkland.
- *The arts, culture, and heritage attract and retain new talent and businesses*
 - Google is one example of a business that is attracting needed young professionals. Like spawns like.
 - Quality of life and cultural resources are deciding factors, especially for CEO's, when choosing locations both for their businesses and for their homes.

On a shoestring budget and countless volunteer hours, the Cultural Council's Artization project and other efforts have brought more tourists and residents (\$\$\$\$) to our downtown than have been yielded by the big dollars spent on bringing at least 5 different economic development consultants/media visitors to study and make recommendations about economic revitalization!

The Cultural Council is making a difference!

In the absence of higher funding and staffing levels, the Cultural Council has become an extremely active, volunteer working board. **Each year, our board donates well over 1000 hours of service to the city, which equates to more than \$20,000 of unpaid staff time.** These hours of service have made a huge impact. After 2010 when the Cultural Council was defunded entirely, we:

- Continued our efforts to develop and grow our Art Walks
- Grew a listserv that now serves hundreds of people invested in Kirkland Arts
- Hosted multiple networking and educational events for our creative community
- Created and awarded the Kirkland Cultural Council and Mayor's CACHET Award to recognize outstanding contributions to Kirkland's arts, culture, and heritage
- Sought and received extensive media coverage (425 Magazine, Kirkland Reporter, Kirkland Patch, Currently Kirkland...), which has shone a spotlight on Kirkland Arts and the tremendous contributions that the Cultural Council is making to our city

All of this we did with only a small pool of carried over funds and the grant monies we received from 4Culture, even before our city funding was reinstated through 2012.

Truly, no other city commission has ever done so much with so little, and no one else is performing these functions. By providing expertise, passion, connections, and committed service, the Cultural Council fills an entirely unique niche that cannot be readily filled by any other entity. To eliminate or debilitate a board that contributes so much to our city would represent an enormous and tragic opportunity loss.

We know and affirm the vital role a city board plays in fostering a vibrant community where arts and culture contribute significantly to the quality of life, livability, and economic vitality of our city. However, given the current economic difficulties faced by the city, **we recommend that the Kirkland Cultural Council be restructured and renamed the Kirkland Arts Commission. Through this new arrangement, we will refine and reduce the scope of our work, thus significantly simplifying our demands for both staff time and operational funds.**

The Kirkland Arts Commission would retain only the most critical and cost-effective functions of the Cultural Council by streamlining its functions and responsibilities in the following ways:

- Reduce meetings to 8 or fewer per year instead of monthly (thus reducing use of staff time by at least 33%)
- Engage city partners (like the Kirkland Chamber and Kirkland Arts Center) to absorb functions once performed by the Cultural Council (monthly Art Walks, for example)
- Focus our Arts Commission efforts on the following:
 - Curating and acquiring pieces for the public art collection
 - Managing the implementation of 1% for Art projects
 - Encouraging art in private development
 - Stimulating increased cultural tourism through partnerships with neighboring cities
 - Building collaboration among the city's arts and arts related businesses, organizations, and individual artists through networking and educational programs (CACHET events)
 - Selecting and presenting the annual Mayor's CACHET Award for the arts

To perform these very basic functions, we will require a minimal investment of funding. We request .25 FTE -- much of which can be funded by a 4Culture grant -- and \$5000/year in operational funds. For this modest investment, we will continue to cultivate Kirkland's brand as an arts city and we will continue to foster the relationships and collaboration that have made our community so strong.

What's more, our continued existence will stand as an irrefutable symbol to our community, our region, and our state that Kirkland is STILL very much an arts and culture destination... where quality of life is a fundamental value... where residents, workers, and visitors alike are drawn for entertainment, cultural engagement, and shared community experiences. Let there be no doubt. A clear, unambiguous investment in a Kirkland Arts Commission will announce to the entire region for once and for all that *Kirkland Arts are open for business.*

Thank you for your consideration,
The Kirkland Cultural Council