



HOUSE of REPRESENTATIVES

STATE OF MICHIGAN

Appropriations Requests for Legislatively Directed Spending Items

1. The sponsoring representative's first name:
Jennifer
2. The sponsoring representative's last name:
Conlin
3. The cosponsoring representatives' names. All cosponsors must be listed. If none, please type 'n/a.' A signed letter from the sponsor approving the co-sponsorship and a signed letter from the member wishing to co-sponsor are required. Attach letters at question #9 below.
N/A
4. Name of the entity that the spending item is intended for:
CultureSource
5. Physical address of the entity that the spending item is intended for:
2937 E. Grand Blvd., Suite 315, Detroit, Michigan 48202
6. If there is not a specific recipient, the intended location of the project or activity:
While CultureSource will be the distributor of the funds, Michigan Nonprofit arts organization will benefit from this funding
7. Name of the representative and the district number where the legislatively directed spending item is located:
Joe Tate HD9 (though this benefits nonprofit art organizations in the entire state).
8. Purpose of the legislatively directed spending item. Please include how it provides a public benefit and why it is an appropriate use of taxpayer funding. Please also demonstrate that the item does not violate Article IV, S 30 of the Michigan Constitution. CultureSource's Center for Arts and Tech: Bundled Services, helps nonprofits fix tech systems and infrastructure, get project support from experts, and get tools and training in digital innovation. Resources flowing to nonprofits through this economic development initiative drive business efficiency, enable more data-driven decision making, and put executives in the driver seat of growing their creative enterprises. This program ensures a thriving arts and cultural industry in Michigan.
9. Attach documents here if needed:

Attachments added to the end of this file.

10. The amount of state funding requested for the legislatively directed spending item.

1500000

11. Has the legislatively directed spending item previously received any of the following types of funding? Check all that apply.

["None"]

12. Please select one of the following groups that describes the entity requesting the legislatively directed spending item:

Non-profit organization

13. For a non-profit organization, has the organization been operating within Michigan for the preceding 36 months?

Yes

14. For a non-profit organization, has the entity had a physical office within Michigan for the preceding 12 months?

Yes

15. For a non-profit organization, does the organization have a board of directors?

Yes

16. For a non-profit organization, list all the active members on the organization's board of directors and any other officers. If this question is not applicable, please type 'n/a.'

Brent Ott, Chair; Marianne James, Treasurer; Afa S. Dworkin, Secretary; Elliott Broom; Tiffany Ford; Phil Gilcrist; Peter Katz; Tom Lewand; Kylee Mitchell Wells; Angelique Power; Peter Robinson; Olga Stella; DeLeshea Strawder; Patrick Willingham; Mark Clague; Hayley Murphy; Dustin McClellan

17. "I certify that neither the sponsoring representative nor the sponsoring representative's staff or immediate family has a direct or indirect pecuniary interest in the legislatively directed spending item."

Yes, this is correct

18. Anticipated start and end dates for the legislatively directed spending item:

N/A

19. "I hereby certify that all information provided in this request is true and accurate."

Yes

Tech and Arts Center: Bundled Service

Curating, Connecting, Referring / For Platforms and Organizations

<i>* Extant</i>	Tier 1: Clear <i>Tackling Digital Tech Debt</i>	Tier 2: Complicated <i>Known Project-Based Work</i>	Tier 3: Complex <i>Future-Facing Innovation</i>
Strategy <i>What to Do</i>	* Self-Assessment Online questionnaire; status and prospects output	* Expert Assessment In-person evaluation; output of recommendations	* Collaborative R&D Labs Group processes for identifying, exploring new pathways forward
Skills <i>How to Do</i>	* Learning Directory, Guided "Recipes" Online resource, step-by-step guidance	Workforce Development Initiatives / Advocacy Re-imagining and certifying new skills, functions, competencies	* Adaptive Leadership Training Preparing managers to constantly meet emerging digital technologies
Service <i>Help Doing</i>	* Help Desk / Hotline On-demand coaching on addressing a problem	Contract Coders, UX Designers, Engineers Project advisors help navigate sector-calibrated contractor support	Experimentation with Imagination Creative team, project advisors iteratively pursue new possibilities

- Matrix covers artistic, administrative, and audience engagement dimensions of work
- Tier 1 services meet *immediate* needs, tier three meet *sustaining* needs
- Rows can be thematic: one year focusing on CRMs or websites, and another on streaming and digitizing
- Matrix format could be a decision-making flow chart

Background: CultureSource has pursued a [tech and arts strategy since 2018](#) with partners including the Gilbert Family Foundation, Knight Foundation, Bloomberg Philanthropies, National Endowment for the Arts, 8 Bridges, WolfBrown, and Jon Riley. Unifying our programs and products, [we aspire to launch a comprehensive service](#) of a scale that attracts big investment for big impact and with scaffolding that facilitates local and national engagement.

References: (1) Public benefit arts groups' operating models are broken, need a paradigm shift: *NEA commissioned essay, "How the Arts Sector Can Support Transformational Technology."* (2) A hack to innovation is to bundle or unbundle: *Harvard Business Review, "How to Succeed in Business by Bundling – and Unbundling."* (3) In the 60s, beyond offering orchestra sustainability grants, the Ford Foundation offered installation of subscription ticket sales models to ensure adoption. (4) "The digital revolution undermines the [arts] industry model in three ways: the production, consumption, and value of cultural content in a digital society." *Ideas about that, complexity, and tech in Art and the World After This* by David Maggs (5) Systems change happens more frequently when overlapping networks explore ideas simultaneously: [Change: How to Make Big Things Happen](#) by Damon Centola.

A Vision for Economic Impact:
Advancing the Vitality of the Arts Across Michigan

What do you think of when you hear the words “arts and culture”? **More importantly, what would your life look and feel like *without* the arts?** Is it even possible to imagine such a life? The arts intersect and impact all areas of our lives, often without thoughtful recognition of the actual value they have, individually, on the economy, or on quality of life.

Michigan is a wonderfully vibrant melting pot of culture, creativity, and innovation that provides each of us with a constant flow of unique experiences—individual lives are enriched and the entire community benefits. CultureSource, as a leading voice and advocate, proudly and diligently strives to elevate the work potential of the creative economy.

Since our inception, **our vision has been of flourishing Southeast Michigan communities** that visibly benefit from a diverse and thriving arts and culture sector, which itself receives indispensable support from CultureSource. We are a membership organization with more than 220 institutions, and we are *the* alliance for cultural organizations and creative people throughout Southeast Michigan.

What is it that we do? We undergird the sector with routine, reliable resources. We act when we are called to serve. We become whatever tool people need to address their most pressing problems. We maintain focus on the horizon to spot and prepare our members for times to come.

TECH AND ARTS CENTER

Covid's long tail continues to make work difficult for arts businesses, which often anchor regional or city economies. Living life online during the pandemic exposed **opportunities for arts businesses to modernize** their digital infrastructure to meet audience expectations and make the arts more attractive to residents and visitors. Modernizing and innovating digital tech infrastructure will keep arts businesses competitive, sustainable, and vibrant—all for the public benefit of their communities.

CultureSource's **Center for Arts and Tech: Bundled Services**, helps nonprofits fix tech systems and infrastructure, get project support from experts, and get tools and training in digital innovation. Resources flowing to nonprofits through this economic development initiative drive business efficiency, enable more data-driven decision making, and put executives in the driver seat of growing their creative enterprises.

STATE OF MICHIGAN PARTNERSHIP

CultureSource knows that state policymakers are **committed to economic development** across all business sectors, including in the arts. With **\$1.5 million in state funding**, we will do the following:

- Responsibly get 150 CultureSource member organizations (arts nonprofits) \$1 million in funding to invest in their operating infrastructure, facility upgrades, or digital equipment for administrative projects or arts creation, presentation, or distribution;
- Broadly offer Michigan arts nonprofits free access to a unique strategy self-assessment tool (developed by CultureSource), an online resource library of 50 guided tech training experiments, and 500 hours of tech hotline support or expert assessment staffed by technologists-in-residence (experts in digital technology) calibrated to the specific needs of public benefit, nonprofit arts organizations;
- Run a statewide, immersive, 6-month training course for 32 leaders in nonprofit arts management called Adapting to Digital Tech in the Arts; and
- Invest in CultureSource's longstanding positioning as a go-to resource for insights about business development and entrepreneurship in the arts and creative sector.

Tech and Arts Center: Bundled Service

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Strategy Summary

*Our thirteen-page Strategy Guidebook shapes our decision-making.
Here it is one page, helping staff and supporters discern and prioritize what we do.*

Our Core Attributes

MISSION	We advance creative and cultural expression throughout Southeast Michigan			
PURPOSE	To develop, centralize, and deliver indispensable services for leaders, artists, philanthropists, and policymakers			
METHODS	Facilitate convenings for network growth	Serve as a grantmaking intermediary, advisor	Enable data-driven decisions through research	Lead adaptive changemaking initiatives
STANDARDS	Strong local, national relationships	Maintain diverse revenue	Embody responsiveness	Be vital and relevant
				Hold position as a go-to resource

Our Near-Term Strategy

OBJECTIVE	Work alongside leaders adapting to complex environments while reinforcing our enterprise's long-term viability			
TRAJECTORY	Make bold moves to refresh and retool	Re-define our value proposition	Re-introduce enriched, expanded services	Increase members and partners
FOCUS AREAS	Business Building	Arts Education	Tech and Arts	Adaptative Change
SIGNS OF SUCCEEDING	(Non)members proactively engage	Services regularly surprise, anticipate needs	Program influences traceable sector wide	Partners commit long-term: venture, sustaining investment

NOTES: **Time frame:** Near-term strategy length approx. 2021-2026; **Focus Areas:** We do not pursue all areas, all of the time at 100% effort each, they are beneficial as containers for sorting our work;
What We Do Not Do: Manage facilities or public art, grantmaking from endowed funds, direct services to the public, classroom teaching, offer financial advice, present performance or exhibitions;
Why We Exist: Arts businesses, professionals, and entrepreneurs formed our organization in 1996 and continue to ask for and need our help

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