



DEPARTMENT OF COMMUNITY DEVELOPMENT SERVICES

Economic Development Division

m e m o r a n d u m

TO: Urbana Public Arts Commission

FROM: Anna Hochhalter, Public Arts Coordinator

DATE: February 4, 2010

SUBJECT: Urbana Public Arts Program Planning

Background

At the last Urbana Public Arts Commission regular meeting, on January 12, 2010, the Commission members discussed a variety of programs to consider in the creation of the Annual Public Arts Program Plan for the upcoming fiscal year (July 1, 2010 – June 30, 2011). Additionally, the Commission considered programming for a five year plan and programs to be considered for development and implementation between the years of 2016 – 2036.

The Annual Public Arts Program Plan for FY10-11 will be presented to the Urbana City Council, Mayor, and Staff for consideration in the City budgeting process in late March or early April. Per the Ordinance creating the Public Art Commission, the Annual Public Arts Program Plan should identify specific program goals for the year, means of achievement, proposed expenditures, sources of supplemental revenue, schedule of execution, necessary resources and responsibilities and an implementation plan to address the goals.

The Commission meeting in January served as a planning meeting for the Commission to discuss and evaluate current programs and goals, as well as several new program areas for consideration.

Discussion

Following discussion on current programming and goals, the Commission members each identified their top five program priorities in the following three categories:

- 1) Green: Fiscal Year 2010-2011 (July 1, 2010 - June 30, 2011)
- 2) Yellow: Five Year Plan, including 2011, 2012, 2013, 2014, 2015
- 3) Pink: "Grand Ideas", or programs that are expected to take 6 - 20 years to implement

The list below shows the results of the Commission prioritization exercise, including point values associated with each potential program according to the Commission's votes. The list is organized based on the highest number of votes per category. For example, if a program received 2 green votes, 4 yellow votes, and 1 pink vote, the program would be placed in the

“Yellow” Five Year Plan category. The list can serve as an initial program prioritization. Further discussion of the priorities is necessary in order to strategically define the priorities for the upcoming fiscal year, and the long-term plans of the Public Arts Program.

Potential Program Concepts	Number of Votes in Categories			
	Green	Yellow	Pink	Total Points
<i>FY10-11</i>				
Urbana Arts Grant Program	6	0	1	7
Rhythm of Urbana UPTV Program/Arts Lecture Series (Marketing)	5	2	0	7
Art Workshops at Urbana's Market at the Square	4	0	1	5
Storefront/Vacant Space Program	4	0	0	4
Arts in the Schools	4	1	1	6
Joseph Royer Arts and Architecture District Planning (Downtown) (Marketing)	3	0	0	3
Downtown Art Planning Process	2	0	1	3
On-line events Calendar	1	0	0	1
<i>5 Year Plan (2011 - 2015)</i>				
Urbana Sculpture Program: 2-year loans or other	1	5	1	7
Research and Study	1	4	0	5
Martin Luther King Jr. Public Art on Lincoln Avenue in King Park	0	4	1	5
Arts Center	1	3	2	6
Arts in the Parks	1	3	0	4
Partnership with 40 North 88 West (and City of Champaign)	1	2	0	3
Education	1	2	1	4
Mini Parks into Mini Arts Centers	0	1	0	1
Arts Week: to include celebrations, contests, demonstrations, sales, Urbana only	0	2	0	2
Marketing of Urbana Arts	0	1	1	2
Artist Fund: short-term, one-time funds to support the creation of art by Urbana artists	0	1	1	2
<i>6-20 Year Plan (2016 - 2036)</i>				
Corridor Planning: the arts in the City's major corridor, such as Philo Road, Cunningham Avenue, Boneyard Creek, Lincoln Avenue, University Avenue	0	2	5	7

Artist of the Corridor: City Building Exhibitions	1	1	4	6
Community Arts Bank	0	0	4	4
Partnership with City of Champaign (and 40 N 88 W)	0	1	3	4
Public Awareness of Public Art Campaign	0	0	2	2
Marketing of Urbana Arts	0	1	1	2
Artist Fund: short-term, one-time funds to support the creation of art by Urbana artists	0	1	1	2

Another way to evaluate the prioritization is to organize the programs based on the total number of votes awarded, regardless of the category. Below is a list organized in this method.

Potential Program Concepts	Number of Votes in Categories			
	Green	Yellow	Pink	Total Points
Urbana Arts Grant Program	6	0	1	7
Urbana Sculpture Program: 2-year loans or other	1	5	1	7
Corridor Planning: the arts in the City's major corridor, such as Philo Road, Cunningham Avenue, Boneyard Creek, Lincoln Avenue, University Avenue	0	2	5	7
Rhythm of Urbana UPTV Program/Arts Lecture Series (Marketing)	5	2	0	7
Artist of the Corridor: City Building Exhibitions	1	1	4	6
Arts Center	1	3	2	6
Arts in the Schools	4	1	1	6
Art Workshops at Urbana's Market at the Square	4	0	1	5
Martin Luther King Jr. Public Art on Lincoln Avenue in King Park	0	4	1	5
Research and Study	1	4	0	5
Storefront/Vacant Space Program	4	0	0	4
Community Arts Bank	0	0	4	4
Education	1	2	1	4
Arts in the Parks	1	3	0	4
Partnership with City of Champaign (and 40 N 88 W)	0	1	3	4
Partnership with 40 North 88 West (and City of Champaign)	1	2	0	3

Joseph Royer Arts and Architecture District Planning (Downtown) (Marketing)	3	0	0	3
Downtown Art Planning Process	2	0	1	3
Public Awareness of Public Art Campaign	0	0	2	2
Marketing of Urbana Arts	0	1	1	2
Artist Fund: short-term, one-time funds to support the creation of art by Urbana artists	0	1	1	2
Arts Week: to include celebrations, contests, demonstrations, sales, Urbana only	0	2	0	2
On-line events Calendar	1	0	0	1
Mini Parks into Mini Arts Centers	0	1	0	1

Further discussion will be necessary to more clearly define priorities for the upcoming fiscal year and for the long-term future of the Public Arts Program. While the information below illustrates the initial results of the prioritization exercise in three categories, for the purposes of the February Commission meeting, the Commission is advised to focus on the creation of the FY10-11 Annual Program Plan which will be presented to the Mayor and City Council in March or early April. The Five Year Plan (2011-2015) and the “Grand Ideas” (2016-2036) are planning efforts which will prove to be very valuable and should be explored further.

In order to facilitate the finalization of the Annual Public Arts Program Plan for FY 10-11, a preliminary draft of the plan is attached (Exhibit A). The draft plan reflects the results of the program prioritization based on votes in each category. Several areas require additional discussion and clarification, including the following sections:

- Public Arts Commission Subcommittees
- Program Marketing efforts
- The merger of the Rhythm of Urbana UPTV with the Arts Lecture Series
- The Arts in Schools Program
- The Joseph Royer Arts and Architecture District Planning
- The Downtown Arts Planning Process
- The On-line Events Calendar
- Program Budget Allocations

In addition to clarification of these areas, further discussion is needed regarding the prioritization of all programs described in the draft Program Plan for FY 10-11. Furthermore, while the draft Program Plan lists only those programs which received the most votes in the FY 10-11 category, several programs that received one vote in the FY 10-11 category are not listed because they received more votes in the other categories. These programs include the following:

- Urbana Sculpture Program
- Research and Study
- Arts Center

- Arts in the Parks
- Partnership with 40 North | 88 West
- Education
- Artist of the Corridor/City Building Exhibitions

Discussion related to the specific programs which should be included in the FY 10-11 Program Plan is needed.

Recommendation

Staff recommends that the Commission review the priorities lists, the preliminary draft Program Plan for FY 10-11, consider the criteria listed below, and be prepared to define the priorities of the FY 10-11 Program.

- Various Public Arts Goals described in the City Council Common Goals, City Comprehensive Plan, City Downtown Strategic Plan, and Public Arts Task Force Recommendations Accepted by the City Council.
- Current and on-going programming of Public Arts Program Staff
- Ability for the program to grow.
- Resources necessary to achieve success in the given time frame.
- Public Arts Fund budget for the current fiscal year (FY 2010-11).
- Potential to leverage private dollars.

Attachments: Exhibit A: Preliminary Draft Annual Program Plan for FY 10-11

City of Urbana Annual Public Arts Program Plan for Fiscal Year 2010-2011

DRAFT

Introduction

One of the duties assigned to the Public Arts Commission is to prepare and present an Annual Public Arts Program Plan to the Mayor and Urbana City Council for consideration in the City budgeting process. Per the Ordinance establishing the Public Art Commission, the Annual Public Arts Program Plan should identify specific program goals for the year, means of achievement, proposed expenditures, sources of supplemental revenue, schedule of execution, necessary resources and responsibilities and an implementation plan to address the goals.

The Public Arts Commission has made it a priority to further the success of the Public Arts Program by strengthening and marketing its programming. Program evaluation, partnerships, and fundraising will be significant components of the Program Plan for the third full year of the established Public Arts Program. The Program will prioritize community accessibility to the arts, artist accessibility to resources, and opportunities for collaboration and partnerships.

Program Mission

The Urbana Public Arts Program provides programming and services that create a city where artists thrive and are valued and where all residents engage with the arts in its many forms.

Goals

The goals for the Public Arts Program are based upon goals and objectives listed in the City of Urbana 2005 Comprehensive Plan, 2002 Downtown Strategic Plan, the Ordinance Establishing the Public Arts Commission and Program, the Public Arts Program 2008 Community Input Report, as well as guidance from the Public Arts Commission. Attached (Exhibit A) is a compilation of City of Urbana arts-related goals.

Means of Achievement

The following program of work, partnerships, and marketing will serve as the means to achieve the Public Arts Program goals. The program elements described below have been identified based on the ability to achieve success in the given time frame, the ability for the program to grow, cost and budget considerations, and the potential to leverage private dollars. Further program development will be undertaken by the Public Arts Commission Subcommittees in coordination with City Staff. The following subcommittees, and the members thereof, will assist in providing research and guidance to staff as each area is further developed.

Public Arts Commission Subcommittees

- Fundraising Subcommittee
 1. Robin Hall
 2. Barbara Hedlund
 3. Geoff Bant
- Urbana Arts Grants Subcommittee
 1. Pat Sammann
 2. Sarah Ross
- Storefront Arts Series Subcommittee
 1. Patricia Sammann
 2. Sarah Ross
- Marketing and Promotions Subcommittee
 1. Barbara Hedlund
- Corridor Beautification Subcommittee (Focus Areas: Philo Road, the Boneyard Creek Master Plan, Cunningham Avenue, Lincoln Avenue and University Avenue)
 1. Geoff Bant
 2. Ilona Matkovszki
- Martin Luther King Jr. Project Subcommittee
 1. Robin Hall
 2. Robert Lewis
- Art at the Market Subcommittee
 1. Geoff Bant
- Artist Lecture Series Subcommittee
 1. Sarah Ross

Partnerships

The Public Arts Coordinator has worked closely with 40 North | 88 West, Champaign County's Arts, Culture, and Entertainment Council, by serving on its Board of Directors, Programs and Services Committee, and the Boneyard Arts Festival Committees. Staff has collaborated with the development of the Krannert Center District, an arts and cultural district surrounding Krannert Center for Performing Arts, as well as the Urbana Business Association, Urbana Park District, and Urbana Blues Brews and BBQ festival. The Public Arts Commission will continue to expand its partnerships with organizations and businesses in the community, including the Urbana School District, University of Illinois, the Illinois Arts Alliance, and others.

Marketing

In 2009 - 2010, the Public Arts Program used traditional marketing tools, such as radio and print interviews, website postings, and list-serve email announcements hosted by 40 North | 88 West, the Urbana Business Association, and the City, to inform the local public about activities of the Program. In order to promote the programs available to artists throughout the country, such as the Urbana Arts Grant Program and the Urbana Sculpture Program, the City made use of several regional and national list-serves, including those hosted by the Americans for the Arts, the College Art Association, and the Chicago Artist Resource. Additionally, the Urbana Public Arts Program has found

success using a facebook page regularly as a free social networking and promotions tool. The direct website to the Program's facebook page is: www.facebook.com/urbanapublicarts.

In FY 10-11 the Public Arts Program will continue to use a variety of promotional outlets. In addition to the marketing methods used in 2009-2010, the following additional opportunities will be evaluated and pursued as appropriate: The News Gazette, Smile Politely, Illini Media, Illinois Public Media, *Sculpture Magazine*, the *Public Art Review*, Illinois Arts Alliance, Illinois Arts Council, and additional local print and electronic advertising.

Estimated Expenditure in FY 10-11: \$1,500. The budget for promotions and marketing will be used to increase awareness and participation in the Public Arts Program opportunities.

In the development of a communications and marketing strategy, the following six key market groups will be considered:

1. Community residents
2. Local youth
3. University students, their parents, and guests
4. New and existing businesses and patrons
5. Visitors and potential visitors

Program of Work

1.) Urbana Arts Grants Program

Urbana recognizes the arts as essential to the vitality of the city. It is additionally understood that funding is the greatest barrier which prevents local artists, organizations, and businesses from pursuing their goals in the arts. The Urbana Arts Grants Program will make funding available to artists, artist teams, organizations, businesses, and festival presenters for eligible projects to take place in Urbana that enrich the lives of Urbana residents and visitors. The first cycle of the Urbana Arts Grants was implemented in April 2009. The second cycle of funding was launched in November 2009, with projects to take place between April 2010 – April 2011. The four grant categories offered in FY 08-09 were evaluated and the Commission and staff and it was determined that the categories were adequate. Additionally, there was interest in providing consistent data that would enable more accurate evaluation of the program in 2010-2011. Continued evaluation of the program will occur in FY 10-11 and the staff and Commission will determine appropriate changes in order to further the program's success. The four grant categories offered in FY 08-09 and FY 09-10 are listed below:

- **Here and Now:** 6-month grants with awards up to \$1,500 for artists residing in Urbana
- **Envision 365:** 12-month grants for larger projects with awards up to \$2,500 open to all emerging and professional artists
- **Creative Mix:** 12-month grants with awards up to \$5,000 open to groups, ensembles and organizations

- **Festivals Grant:** 12-month grant with awards up to \$10,000 open to arts-related festival presenters

Selection Process: The Commission's Arts Grants Subcommittee will create two temporary selection committees representing areas in the arts and the community to review and select projects for funding. The selection committees' recommendations will then be submitted to the Urbana Business Association subcommittee and Board of Directors for approval of the Business Backs the Arts recipients. The final recommendations are approved by the Public Arts Commission.

Timeline: In July - August, 2010, the Urbana Arts Grants Program FY 09-10 cycle will be evaluated. The guidelines and applications will be finalized and prepared for the application period in October 2010. Award announcements will be made in February or March 2011.

Estimated Expenditures in FY 10-11: \$41,500. The budget for this program combines funds allocated to Public Arts Projects in the City Public Arts Fund and the Urbana Business Association "Business Backs the Arts" donation of \$5,000.

Goals Addressed:

- Promote community events and activities that bring the community together and promote Urbana's special character
- Expand the City's creative community
- Increase the vitality of downtown
- Promote visible, outdoor activity in downtown
- Encourage and Accommodate Community Events
- Preserve and commemorate local and multicultural traditions and histories
- Create a program that represents our community in all its diversity
- Provide opportunities for local and national, established and emerging artists in Champaign County
- Create conditions for equity and participation in programs of artistic excellence that are accessible, affordable, and diverse
- Address Public Arts Program suggestions from the public including providing available funding, art in public places, and increased events

2.) Rhythm of Urbana UPTV Program / Arts Lecture Series

The Rhythm of Urbana program is a 30-minute UPTV program that features artists. Artists will be interviewed on their work and upcoming events and opportunities will be announced. The show will be filmed once every two months. The program will increase awareness and education about the arts and arts activities in the community. Additionally, the program will connect with an Arts Lecture Series, which will provide an opportunity for artists and "non-artists" to engage in dialogue with professionals in the arts related to the cultural vibrancy of Urbana. Discussions will be offered to the public at the Urbana Civic Center and will address a variety of areas in the arts and the role the arts play in people's lives. This program offers an opportunity to partner with other organizations

Timeline: Staff will continue program development discussions in July and August 2009. The first segment is anticipated to begin in September 2010 and continue through the fiscal year.

Estimated Expenditures in FY 10-11: \$4,000. Funding will be used to support guest

speakers as well as a guest coordinator of the series. In-kind support from UPTV staff will be provided the necessary resources for the program. An additional \$2,000 donation will be sought from external sources to enable additional lectures.

Goals Addressed:

- Expand the City's creative community
- Preserve and commemorate local and multicultural traditions and histories
- Create a program that represents our community in all its diversity
- Provide opportunities for local and national, established and emerging artists in Champaign County
- Support life-long learning in the arts
- Create conditions for equity and participation in programs of artistic excellence that are accessible, affordable, and diverse
- Promote inquiry and confluence amongst Urbana residents
- Encourage relationships among artists and the public to further Urbana's cultural development
- Address Public Arts Program suggestions from the public including increasing art venues and promotion

3.) Art at the Market: Art Workshops at Urbana's Market at the Square

The Art at the Market Program will provide monthly workshops and informational opportunities free of charge to an average of 150 participants each session at Urbana's Market at the Square during the Market season. Creative and educational programs will be offered at the City tent between 8:00 AM and Noon during the 2010-11 fiscal year on the last Saturday of the month (July 31st, August 28th, September 25th, October 30th, 2010; and May 28th and June 25th, 2010).

Programming will include opportunities to explore a variety of media and themes. The program will provide opportunities for all residents to engage with the arts in its many forms. City staff will provide oversight of the events and tent. When possible, artists will be contracted to provide workshops.

Selection Process: City staff will invite artists and facilitators to provide workshops based on experiences and available services.

Timeline: The Art programming at the Market will take place monthly during the Market season in 2010 and 2011.

Estimated Expenditures in FY 10-11: \$2,000. The FY 10-11 expenditures include the cost of programming for five art workshops, at \$400 each.

Goals Addressed:

- Promote community events and activities that bring the community together and promote Urbana's special character
- Promote visible, outdoor activity in downtown
- Expand the City's creative community
- Preserve and commemorate local and multicultural traditions and histories
- Create a program that represents our community in all its diversity
- Provide opportunities for local and national, established and emerging artists in Champaign County

- Create conditions for equity and participation in programs of artistic excellence that are accessible, affordable, and diverse
- Promote inquiry and confluence amongst Urbana residents
- Address Public Arts Program suggestions from the public including increasing events in the arts

4.) Storefront Art Series and Urbana Space Program

The Storefront Art Series pairs owners of temporarily vacant or underutilized spaces with artists interested in displaying their art. The Urbana Space Program (“a launch pad for creativity”) provides a framework for owners of underutilized space to partner with individual artists and organizations seeking performance, event, and rehearsal space. Further research and development is underway by the Storefront Art Series and Space Subcommittee and City staff.

Timeline: The Commission’s Subcommittee and staff will continue to research and develop appropriate guidelines and procedures for these programs in April and May 2010. The Storefront Art Series is expected to be launched in October 2010 in coordination with the National Arts and Humanities Month. The Urbana Space Program will continue to be researched and will be launched upon completion of the program development in the spring of 2011.

Estimated Expenditures in FY 10-11: \$2,000. Expenditures will be used to secure the services of a guest curator to program the artists participating in the program. This funding will additionally include artists’ stipends of \$100 to cover the cost of installation. This funding is anticipated to support approximately 8 installations.

Goals Addressed:

- Expand the City’s creative community
- Promote the beautification of Urbana
- Preserve and commemorate local and multicultural traditions and histories
- Create a program that represents our community in all its diversity
- Provide opportunities for local and national, established and emerging artists in Champaign County
- Create conditions for equity and participation in programs of artistic excellence that are accessible, affordable, and diverse
- Promote inquiry and confluence amongst Urbana residents
- Address Public Arts Program suggestions from the public including increasing art venues

5.) Arts in the Schools

The Commission has recognized the importance of supporting the arts in the public schools. Further discussion is needed related to this program.

Timeline: TBD

Estimated Expenditure in FY 10-11: TBD

Goals Addressed: TBD

6.) Joseph Royer Arts and Architecture District Planning

The Commission has recognized the importance of supporting the Joseph Royer Arts and Architecture District downtown. Further discussion is needed related to this program and its relationship to Downtown Arts Planning and Marketing.

Timeline: TBD

Estimated Expenditure in FY 10-11: TBD

Goals Addressed: TBD

7.) Downtown Arts Planning Process

The Commission has recognized the importance of planning for an increase in the arts in Downtown Urbana. Further discussion is needed related to this program and its relationship to the Joseph Royer Arts and Architecture District Planning and Marketing.

Timeline: TBD

Estimated Expenditure in FY 10-11: TBD

Goals Addressed: TBD

8.) On-line Events Calendar

The Commission has recognized the importance of making information about upcoming events available on-line. Further discussion is needed related to this program and its relationship to existing community event calendars, such as the calendar hosted by 40 North | 88 West.

Timeline: TBD

Estimated Expenditure in FY 10-11: TBD

Goals Addressed: TBD

Sources of Supplemental Revenue

Supplemental Revenue will be sought through City grant applications and fundraising strategies developed by the Public Arts Commission Fundraising Subcommittee. The City is currently researching available fundraising strategies. Some entities to consider in the process include the National Endowment for the Arts, the Illinois Arts Council, Illinois Humanities Council, the Urbana Business Association, and other resources. Below is a listing of supplemental revenue anticipated for FY 10-11.

Urbana Business Association Business Backs the Arts

The Urbana Business Association has dedicated a donation of \$5,000 through its Business Backs the Arts Initiative for FY 10-11.

T3 License Fees

Ordinance No. 2008-05-040 entitled, An Ordinance Amending Chapter 3, "Alcoholic Beverages", of the City of Urbana Code of Ordinances (Public Arts Funding from Class T3 License Fees), allows for private promoters of festivals to received a T-3 license and requires that the fee for such a license will be 5% of the gross revenue generated by the event. The ordinance also states that the fees for a T-3 license shall be paid into the Urbana Public Arts Fund. Attached (Exhibit B) is the ordinance which describes the program in detail.

Schedule of Execution

The schedule of execution for the FY 09-10 Program Plan will reflect the timelines described in each program description above.

1.) Urbana Arts Grants Program

Timeline: In July - August, 2010, the Urbana Arts Grants Program FY 09-10 cycle will be evaluated. The guidelines and applications will be finalized and prepared for the application period in October 2010. Award announcements will be made in February or March 2010.

2.) Rhythm of Urbana UPTV / Arts Lecture Series

Timeline: Staff will continue program development discussions in July and August 2009. The first segment is anticipated to begin in September 2010 and continue through the fiscal year.

3.) Arts at the Market

Timeline: The Arts programming at the Market will take place monthly during the Market season in 2010 and 2011.

4.) Storefront Art Series and Urbana Space Program

Timeline: The Commission's Subcommittee and staff will continue to research and develop appropriate guidelines and procedures for these programs in April and May 2010. The Storefront Art Series is expected to be launched in October 2010 in coordination with the National Arts and Humanities Month. The Urbana Space Program will continue to be researched and will be launched upon completion of the program development in the spring of 2011.

5.) Arts in the Schools

Timeline: TBD

6.) Joseph Royer Arts and Architecture District Planning

Timeline: TBD

7.) Downtown Arts Planning Process

Timeline: TBD

8.) On-line Events Calendar

Timeline: TBD

Resources

Below is a list of the programs being pursued for FY 10-11 and the estimated expenditures from, totaling to \$54,000.

Program	Estimated 10-11 City Expenditure	Estimated revenue from non-City sources
Urbana Arts Grants Program	\$41,500	\$5,000
Rhythm of Urbana/Arts Lecture	\$2,000	
Art at the Market Programming	\$2,000	
Storefront Arts Series Program	\$2,000	
Arts in the Schools	TBD	
Joseph Royer Arts and Architecture District Planning	TBD	
Downtown Arts Planning Process	TBD	
On-line Events Calendar	TBD	
Marketing	\$1,500	
TOTAL	\$49,000	\$5,000

Responsibilities

The Urbana Public Arts Commission will meet at least quarterly, on call of the chair or any five of its members. The Commission will have the authority to select works of art, remove works of art previously displayed based on a deaccession policy, promulgate criteria for selection of works of art and artists and maintenance, and take any other action necessary to carry out its purposes for projects as described in the section on Duties described in the attached ordinance (Exhibit C), in accordance with the annual budget and subject to all ordinances of the City of Urbana.

The Community Development Services Department, in coordination with the Public Arts Commission, will administer the Public Arts Program and all Public Arts Program projects, including artwork(s) received as gifts to the City of Urbana. The Community Development Services Department will be the contracting officer for commission or purchase all works of art after consultation with the Public Arts Commission.

Attachments: Exhibit A: City of Urbana Arts-Related Goals
 Exhibit B: Ordinance relating to T3 License Fees
 Exhibit C: Ordinance Establishing the Public Arts Program and Commission