



Indiana Arts Commission - FY2010 Regional Arts Partners
South Shore Arts
Application #090009

Primary Contact: Mr. John M Cain
Phone: (219) 836-1839 ext:102
Email: john@southshoreartsonline.org

Document Generated: Monday, May 10th 2010, 5:31 pm

Before You Begin

1. Before you begin your application, please review the guidelines and expectations for this program. Remember that all communication through the IAC Online Grants System is sent to the email address you provided in the Profile for your account. If you do not receive notifications email when you start the application or when you submit it, please contact the IAC.
2. When completing your online application, please remember to save often. It is especially important to remember to save frequently when completing lengthy narrative areas, walking away from your computer, logging out of the system, or moving to a new page.
3. Applicants are responsible for providing all applicable information and the burden of proof is on each applicant to qualify for competitive funds.
4. If you have questions regarding any areas of the application, please contact Michelle Anderson at mianderson@iac.in.gov or 317-232-1286 for assistance. Any technical issues should be directed to the grants manager at grantsadmin@iac.in.gov or 317-232-1278.
5. The following application contains several acronyms that you will need to be familiar with as you work through each page. These acronyms are as follows:
NEA - National Endowment for the Arts
IAC - Indiana Arts Commission
ADS - Arts Development Services
CAP - Community Arts Programs
RBG - Regional Block Grant
RAC - Regional Advisory Council
RAP - Regional Arts Partner



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Regional Block Grant Projected Budget - Income

You must save your work on every page. Use the "Save Work" button at the bottom of each page. Required RBG \$1 to \$1 match will be added later in this application. The total RBG Income MUST match the total RBG Expenses.

PROJECTED RBG INCOME

IAC RBG Funds Provided by IAC and entered by the Partner. Based on ratified RBG calculation.	180,724
Additional Granting Funds Only include RBG funds that are directly granted out to subgrantees.	0
Other Grant funds not associated with RBG	0
SubTotals:	\$180,724
Income Totals:	\$180,724



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Regional Block Grant Projected Budget - Expenses

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RBG PROJECTED EXPENSES

RBG Organizational Grants	126,507
RBG Project/Mini Grants	54,217
Other	0
SubTotals:	\$180,724
Expense Totals:	\$180,724



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Arts Development Services Projected Budget - Income

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ADS PROJECTED INCOME

Fees Service, contractual, admissions	60,200
Government SupportFederal, state (NOT including IAC funds), regional, and local	0
IAC Baseline ADS FundsProvided by IAC and entered by Partner	37,687
IAC Competitive Funds Request	7,500
Other Support Including sponsorships, corporate gifts, foundations and fundraisers	2,000
Individual Gifts	0
	0
	0
	0
	0
	0
	0
SubTotals:	\$107,387
Income Totals:	\$107,387



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PROJECTED ADS EXPENSES

Employee Compensation, Benefits, and Taxes	26,787
Professional Fees and Contracted Labor	15,000
Space Rental	1,500
Travel/Transportation	6,000
Marketing/Publicity/Promotion	2,500
Supplies	600
Symphony Management Services	55,000
	0
	0
	0
SubTotals:	\$107,387
Expense Totals:	\$107,387



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Community Arts Program Projected Budget - Income

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PROJECTED CAP INCOME

Fees Service, contractual, admissions	671,739
Government Support Federal, state (NOT including IAC funds), regional, and local	25,000
IAC CAP Funds	55,000
Other Support Including sponsorships, corporate gifts, and foundations	289,150
Individual Gifts	211,500
In-Kind	50,000
	0
	0
	0
	0
SubTotals:	\$1,302,389
Income Totals:	\$1,302,389



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Community Arts Program Projected Budget - Expenses

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PROJECTED CAP EXPENSES

Employee Compensation, Benefits, and Taxes	507,739
Professional Fees and Contracted Labor	283,515
Space Rental	77,900
Travel/Transportation	24,800
Marketing/Publicity/Promotion	163,275
Staff Development & Training	2,500
Supplies	192,660
In-Kind	50,000
	0
	0
	0
	0
SubTotals:	\$1,302,389
Expense Totals:	\$1,302,389



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Projected Required Match and Leveraged Income

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REQUIRED MATCH AND LEVERAGED INCOME

1. RBG Required Match	The IAC requires a \$1 to \$1 match for RBG funding. This can include match from subgrantees. The "RBG Required Match" must be identical to "IAC RBG Funds" reported earlier.	180,724
2. CAP Required Match	Should equal "IAC CAP Funds" Should already be included in the CAP budget income lines	55,000
3. Direct Leveraged Income (above required match)	Can include in-kind Should be from funding sources contributed directly to Partner Should NOT be included in lines 1, 2, or 4 of this table	1,192,389
4. Indirect Leveraged Income (above required match)	Can include in-kind Should ONLY be from funding sources that were contributed to subgrantees Should NOT be included in lines 1, 2, or 3 of this table	5,463,189
SubTotals:		6,891,302
Grand Totals:		6,891,302



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Projected Budget - Totals

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Is non-cash funding included in your CAP Projected Budget - Income?

Yes

If you answered "Yes", list the percentage of funding that is NOT cash.

3.5%

Is non-cash funding included in your RBG Projected Budget - Income?

No

What percentage of funding for your RBG required match is NOT cash.

0-50%

You must be able to answer "Yes" to the following three questions for this application to be valid:

Do your total RBG expenses match your total RBG income?

Yes

Do your total ADS expenses match your total ADS income?

Yes

Do your total CAP expenses match your total CAP income?

Yes

Projected Budget Comments:

(2,500 Character Limit - About 1/2 page of single-spaced text)

Under ADS projected budget, a \$55,000 management fee covers all reimbursable expenses incurred by South Shore Arts in its management of the Northwest Indiana Symphony. Within its own organizational budget, the Symphony also will share in South Shore Arts executive compensation in FY10.

Under CAP income, fees include class fees, fee-for-service educational outreach programs, gift shop sales, admission to children's performances, admission to fundraisers, Beaux Arts Ball auction proceeds, memberships and exhibit entry fees.



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Projected Regional Profile

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1. What is the population of the region being served? Describe the counties of the region regarding ethnicity, age, socioeconomic conditions/background. Also discuss what areas of your region you consider to be underserved and why.

Located just southeast of Chicago, the region covers more than 50 Indiana communities, ranging from urban to suburban, lakeside to remote rural, with a population over 740,000. 2007 census figures show that Lake, the home county of South Shore Arts, is the most diverse with 26.1% African-American, 14.3% Hispanic and 1.1% Asian, compared to 10.3% African-American, 4.2% Hispanic, and 0.5 % Asian for LaPorte and 2.8% African-American, 6.5% Hispanic and 1.1% Asian for Porter. Approximately one quarter of the persons living in Lake, LaPorte and Porter counties are under the age of 18 and roughly 13% are 65 or older. A fifth of the region's families earn less than \$20,000 per year. More than 60,000 people collect food stamps every month. 58% of households are single parent in Gary, Hammond and East Chicago, the three largest cities. The 2004 Northwest Indiana Quality of Life Council's Indicators Report states that more than a third of adults residing in four school districts in Northwest Indiana lack a high school diploma and that 40% of Northwest Indiana residents read below the 5th grade level. This problem is particularly acute in two school districts: Gary, where 36.7% of all families live in poverty; and East Chicago, where 34.4% of all families are poor. With two facilities situated on the state line, South Shore Arts also serves 15 Illinois communities, including Chicago's working class southeast side.

Although a richly diverse region, Region 1 is one of the most segregated in the country. South Shore Arts has addressed this problem by directing its mission and programs on the goal of creating connections among the region's socially and culturally diverse communities.

The 2004 Northwest Indiana Quality of Life Council's Indicators Report states that "The Arts are thriving in Northwest Indiana . . . because of its proximity to the City of Chicago, its location along Lake Michigan's southern shore and an arts community that is growing in diversity and strength, Northwest Indiana scores more highly in this category than any other." Calling them "Vibrant" and giving them a grade of "B+," the arts were recognized as the most positive factor contributing to our quality of life.



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Projected Board/RAC/Staff Demographics

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RACE/ETHNICITY	Governing Board	RAC	Staff
Asian	3	0	0
Black/African American	4	3	1
Hispanic/Latino	3	2	1
American Indiana/Alaskan Native	0	0	0
Native Hawaiian/Pacific Islander	1	0	0
White	27	16	9
SubTotals:	38	21	11
AGE	Governing Board	RAC	Staff
Total Children (Under 18)	0	0	0
Total Seniors (Over 65)	2	2	0
SubTotals:	2	2	0
DISABILITY	Governing Board	RAC	Staff
Total Persons with Disabilities	0	0	0
SubTotals:	0	0	0
Grand Totals:	40	23	11



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Projected RBG Demographics

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RACE/ETHNICITY	All Persons Served (Including Artists)	Artists Served
Asian	8,000	35
Black/African American	162,500	310
Hispanic/Latino	86,000	175
American Indian/Alaskan Native	2,200	20
Native Hawaiian/Pacific Islander	235	12
White	815,000	3,500
SubTotals:	1,073,935	4,052

AGE	All Persons Served (Including Artists)	Artists Served
Total Children (Under 18)	308,000	850
Total Seniors (Over 65)	180,000	650
SubTotals:	488,000	1,500

DISABILITY	All Persons Served (Including Artists)	Artists Served
Total Persons with Disabilities	6,150	375
SubTotals:	6,150	375

Grand Totals:	1,568,085	5,927
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Projected ADS & CAP Demographics

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RACE/ETHNICITY	All Persons Served (Including Artists)	Artists Served	Volunteers(Include volunteers for your organization)
Asian	5,000	300	5
Black/African American	12,500	625	3
Hispanic/Latino	13,000	750	5
American Indiana/Alaskan Native	54	15	1
Native Hawaiian/Pacific Islander	2,750	125	3
White	42,000	3,200	50
SubTotals:	75,304	5,015	67

AGE	All Persons Served (Including Artists)	Artists Served	Volunteers(Include volunteers for your organization)
Total Children (Under 18)	3,000	3,150	0
Total Seniors (Over 65)	16,200	510	50
SubTotals:	19,200	3,660	50

DISABILITY	All Persons Served (Including Artists)	Artists Served	Volunteers(Include volunteers for your organization)
Total Persons with Disabilities	1,600	120	9
SubTotals:	1,600	120	9

Grand Totals:	96,104	8,795	126
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Arts Education Definition

Define Arts Education for your organization.

(2,500 Character Limit - About 1/2 page of single-spaced text)

South Shore Arts recognizes that the arts are essential to preparing a 21st century workforce and are uniquely able to promote learning and achievement for all children, especially the economically disadvantaged. Through a formal assessment conducted by South Shore Arts in its role as a Regional Arts Partner, 44% of respondents expressed dissatisfaction with the quantity and quality of arts instruction available to K-12 students. In response, South Shore Arts and its Regional Arts Council identified the creation of educational opportunities among the diverse communities of the region as one of its highest priorities in the current Regional Cultural Plan.

Education is central to the mission of South Shore Arts. In the past year, over 17,000 children and youth were served through the South Shore Arts "everykid" program, conducted with area schools, parks departments and social service agencies. Recognizing that many children desperately need self-confidence and help staying interested in school, South Shore Arts created the program in 1995, starting with a single after-school scholarship class that brought artistically gifted fourth grade students from Hammond to the Center for Visual and Performing Arts in Munster. Just 30 students were served that first year; however, South Shore Arts built on the success of the pilot program, and other outreach programs soon followed.

By partnering with youth-serving social service agencies, such as YMCAs and Boys and Girls Clubs, South Shore Arts soon discovered that it could reach a much greater number of students by taking programs directly to them on site. By 1998, the success of the "everykid" program, coupled with opportunities to occupy space in two additional Lake County communities, prompted South Shore Arts to open branch locations in Hammond and Crown Point, where underserved and geographically distant populations can be reached. The "everykid" program includes children's performances of multi-cultural puppetry and story-telling for Black History Month.

In addition to the "everykid" program, South Shore Arts conducts over 400 classes each year in all media for all ages, including ceramics, photography, painting, drawing, cartooning and acting in fully equipped studios and classrooms in Munster, Crown Point and Hammond (in Hammond, residents receive classes at half price). Free art appreciation programs such as "Art in Focus" are popular with adults of all ages and offered at



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Projected Arts Education Activities

You must save your work on every page. Use the "Save Work" button at the bottom of each page. Projections for Arts Education Activities should be made based on your organization's arts education definition.

PROJECTED ARTS EDUCATION ACTIVITIES

	# of Arts Education Activities	# of Arts Education Participants
Direct	475	18,426
Subgrantee	915	83,750
SubTotals:	1,390	102,176
Grand Totals:	1,390	102,176



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Projected RAP Summary as an Organization & Partner

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1. Please provide your Board member information. Use the formatted Excel spreadsheet provided by the IAC at http://www.in.gov/arts/files/RAP_BoardMembers.xls.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_BoardMembers.xls) and uploaded here.)

[RAP1_BoardMembers.xls](#)

2. Provide a brief organizational profile, including your mission and history.

(5,000 Character Limit - About one page of single-spaced text)

The South Shore Arts mission statement reflects the growth of a regional network of arts providers under the umbrella of South Shore Arts: Together with our partners, we create and strengthen connections between the socially and culturally diverse communities along the South Shore through youth outreach, quality arts instruction, local, national and international exhibitions and regional arts services

South Shore Arts began in the hat department of Minas Department Store in Hammond with an exhibit of regional artists in 1936. Now located in the Center for Visual and Performing Arts in Munster since 1989, with branches in both Hammond and Crown Point. South Shore Arts has evolved from an exhibitions-based visual arts organization to the primary provider of arts-related services and educational outreach programming for its region. Annually South Shore Arts provides: 1) over 400 classes in all media for children and adults, including ceramics, photography, painting, drawing, cartooning and acting in Munster, Crown Point and Hammond, where registrants receive classes at half price; 2) the everykid program, which last year served over 17,000 students and their families with instruction in visual art, music, drama and dance, conducted in partnership with schools, social service agencies, and municipal parks departments; 3) children's performances featuring multi-cultural puppetry and story-telling for Black History Month attended by approximately 5,000 area school children; 4) more than 20 exhibitions of local, regional, national and international artists and cultures in four galleries; 5) free art appreciation programs for people of all ages; and 6) cultural planning, technical assistance, information and referral services and grant-making as a Regional Arts Partner of the Indiana Arts Commission.

South Shore Arts is governed by a 38-member volunteer Board and is managed by a staff of eight full-time and four part-time employees. Board committees are divided into three categories: operating, fund development and programming. The Executive Committee transacts business between meetings of the Board, while the Governance Committee oversees Board recruitment and evaluation.

South Shore Arts' partnership with the Northwest Indiana Forum, a privately funded regional economic development corporation, has resulted in the organization's management of the Forum's very popular "Just Around the Corner" series of South Shore posters based on an advertising campaign for the South Shore Railroad dating back to the 1920s. The program stresses throughout the community the importance of art in economic development, while also providing commissions for artists. While this relationship has not provided infusions of cash, it has brought additional revenue to the South Shore Arts gift shop, which is the largest retail outlet for the posters.

Today, there is a movement among the region's economic, transportation and tourism organizations to adopt the South Shore brand and the positive imagery of the South Shore posters. By employing its new name, South Shore Arts has taken a distinct place within the greater Chicago metropolitan arts community that begins in Millennium Park, proceeds southeasterly into Indiana and extends up into southwest Michigan. Following the lead of South Shore Arts, the Lake County Visitors Bureau was the latest to adopt this brand.

In July of 2008, South Shore Arts entered into a business management agreement with the Northwest Indiana Symphony. Under the terms of the agreement, South Shore Arts has operational control of



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the Symphony, including planning, budgeting, fundraising, marketing, governance, education, administration, contract negotiations and accounting. South Shore Arts is now working diligently with the Symphony to create efficiencies, reduce costs, and enhance existing programs and services. Through this unique merger of the arts, South Shore Arts and the Symphony hope to lead the way with a sensible, creative business model for the arts that will benefit the two organizations' constituencies.

3. Describe how the Regional Arts Partnership and your needs assessment/regional services plan fit into your organization.

(5,000 Character Limit - About one page of single-spaced text)

Prior to becoming a Regional Arts Partner, South Shore Arts was a visual arts organization primarily focused on exhibitions, art classes and art appreciation programs with an operating budget of approximately \$400,000. Over the past twelve years, South Shore Arts has been transformed into the primary provider of arts-related services and educational outreach programming for its region with an annual budget of \$1,500,000.

Early into the partnership South Shore Arts recognized the need to adopt a culture of regional arts leadership, planning, collaboration, and nurturing of other arts providers, artists and arts activities. As a result, these entities have now evolved from geographically isolated competitors for audiences and donors into a regional arts community that is recognized as the most positive aspect of the region's quality of life. The 2004 Northwest Indiana Quality of Life Council's Indicators Report states that "The Arts are thriving in Northwest Indiana . . . because of its proximity to the City of Chicago, its location along Lake Michigan's southern shore and an arts community that is growing in diversity and strength, Northwest Indiana scores more highly in this category than any other." Calling them "Vibrant" and giving them a grade of "B+," the arts were recognized as the most positive factor contributing to our quality of life.

Through exercises mandated early in the partnership, such as capacity building, regional needs assessment and taking an inventory of regional arts resources, South Shore Arts became prepared to embrace its role as a Regional Arts Partner. As a result, South Shore Arts' vision, values and mission statements now all reflect the growth of a regional network of arts providers under the umbrella of South Shore Arts:

Vision – Together with our partners, we define and promote the artistic identity of the South Shore

Values – We distinguish ourselves through respect for cultural diversity and artistic expression, commitment to excellence and leadership in the arts community

Mission – Together with our partners, we create and strengthen connections between the socially and culturally diverse communities along the South Shore through youth outreach, quality arts instruction, local, national and international exhibitions and regional arts services.

Another outcome of South Shore Arts' designation as an IAC Regional Arts Partner is that the arts are now regularly included in regional planning efforts. In this capacity, South Shore Arts partners with organizations such as the Northwest Indiana Forum, Northwest Indiana Quality of Life Council, and Northwest Indiana Regional Planning Commission, all forums that convene leaders from government, business, education, medicine, and transportation to focus on finding solutions for the region's challenges and ensuring its future.

The 2005 long-range plan calls for expanding stakeholder relationships and strengthening the regional arts community through strategies such as rebranding of Northwest Indiana along with the Quality of Life Council and other community partners; managing the Northwest Indiana Forum's South Shore poster campaign; completing a regional cultural needs assessment for Lake, Porter and LaPorte counties; expanding constituent services as Regional Arts Partner; creating and utilizing a framework for cooperative scheduling, promotion and collaboration of community arts programs; and organizing an annual regional arts conference.

The 2005 Regional Cultural Plan was inspired by the concept that "Art Builds Community" and



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structured on the “ABCs” of arts and cultural development: Access, Building, Community and Sustainability. Through this plan, South Shore Arts recognizes that the ability to think and express oneself creatively is not a function of race, gender, social class, economic status, religious belief, sexual orientation, physical capacity, or years spent in school. It is however connected to literacy and sustained exposure to the arts. It further recognizes that a society that recognizes the intrinsic value of public and private engagement in the arts is one that is most likely to enjoy the instrumental impact of that investment, a vibrant culture that nurtures the ability of every citizen to contribute to the health and well being of his or her community.

The two plans are intertwined, and South Shore Arts’ commitment to them is evident in its management, governance and budget.

4. Describe the role of the board in governance and management of the Regional Arts Partnership. Be sure to include details about its meeting schedule, diversity, and involvement in long-term resource development. For more information, refer to page 4 of the guidelines for a link to best practices standards.

(5,000 Character Limit - About one page of single-spaced text)

Board members are recruited by the South Shore Arts Governance Committee based on factors such as age, gender, race/ethnic background, geographic residence and influence, non-profit board experience, fundraising and other skills including strategic planning, financial, legal, marketing, media, entrepreneurial, graphic design, grant-making, visual and performing arts experience, as well as networking and social connections.

Board members commit to taking an active leadership role by reviewing, approving, understanding and supporting South Shore Arts’ mission, goals, programs and operations; overseeing financial operations; and serving as an ambassador and advocate, actively participating in fundraising.

The board annually reviews and approves a Board Roles and Responsibilities document, and board members are held accountable for fulfilling their responsibilities by signing a commitment form that details ways in which they will meet their responsibilities at the start of each fiscal year. Responsibilities fall under the general categories of Leadership/Governance, Fundraising/Marketing, Finance and Committees/Meetings. Each board member’s progress is tracked through a status report presented by the board president at each meeting. The Governance Committee utilizes assessment tools to gauge each member’s understanding of his/her role, commitment level, and ability to fulfill the responsibilities.

Six regular board meetings are held each year, in addition to the annual meeting held in June. Diversity of all kinds is recognized and embraced as critical to the mission of South Shore Arts and is an integral, ongoing and proactive part of the organization’s governance, committees, membership, programs, policies, activities, goals and priorities. The South Shore Arts Board is representative of the region’s diversity, serving as a springboard for ideas and generating concepts related to the diversification of the organization’s programs and services, including those specific to the Regional Partnership.

The organizational by-laws state that for so long as South Shore Arts remains an IAC Regional Arts Partner and maintains a Regional Arts Council in compliance with policies governing the Partnership, the Council shall have the right to elect a representative as one of the full voting members of the board. This representative will also serve as the South Shore Arts Vice President of Regional Services.



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Projected RAP Summary as an Organization & Partner (Continued)

You must save your work on every page. Use the "Save Work" button at the bottom of each page.

5. Please provide a list of your RAC members. Use the formatted Excel spreadsheet provided by the IAC at http://www.in.gov/arts/files/RAP_RACMembers.xls.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_RACMembers.xls) and uploaded here.)

[RAP1_RACMembers.xls](#)

6. How has your Regional Advisory Council met or exceeded the requirements of the Regional Arts Partnership? Refer to page 6 of the guidelines for more information.

(5,000 Character Limit - About one page of single-spaced text)

The council serves in an advisory capacity to South Shore Arts on matters that affect planning, delivery and evaluation of the four core services of the Regional Arts Partnership and has been assisting South Shore Arts in this capacity since the first cultural needs assessment was conducted in 1998. The council meets bi-monthly with sub-committees meeting on alternating months. In addition to cultural planning, grants-making and legislative/advocacy updates, each meeting of the Council provides time for announcements and the fostering of collaborative opportunities among members.

Current sub-committees are Grants-Making, Advocacy, Regional Arts Summit, Cultural Plan and Regional Youth Arts Award, which South Shore Arts presents annually to an area high school student. Council meetings are held at the Dorothy Buell Memorial Visitor Center in Porter County, which is geographically central and welcoming to the diverse range of participants from the three counties.

The Council is comprised of no more than 24 and no less than 18 representatives within the following ranges: Lake County, 50-70%; Porter County, 20-30%; LaPorte County, 10-20%. These figures represent the population distribution based on 2007 census estimates. Concerted efforts are made to ensure that the Council is representative of the region's diversity.

Council members are comprised of artists, arts administrators and volunteers, educators, business and government leaders and others identified as having significant interest or potential impact on the arts. Members are elected for two-year terms with approximately one-half elected annually. The Council has the right to elect a representative as a member of the South Shore Arts board of directors. This representative also serves on the executive committee as Vice President of Regional Services.

An outcome of the 2005 Regional Services Plan, which called for communication and collaboration among arts organizations and artists, was that the Council developed a Regional Arts Summit attended by approximately 100 artists, arts organization leaders and arts enthusiasts. South Shore Arts and the Center for Regional Excellence at Indiana University Northwest organize the Summit, which is held on the campus of IUN in Gary.

The theme of last fall's summit was "Outreach and Advocacy: Adventures in Arts Education." Featured speakers included Arnold Aprill, Founding and Creative Director of CAPE (Chicago Arts Partnerships in Education), and Ra Joy, Executive Director of the Illinois Arts Alliance. The Summit provided an opportunity for artists, arts organizations and arts providers to network, communicate and collaborate while gaining valuable insight into the critical areas of arts education and advocacy. In addition, the Summit addressed the way that arts activities can be used to celebrate diversity and foster diverse relationships, ensuring the availability of resources for a community rich in arts and culture. The Summit also included a panel comprised of Region 1 arts peers discussing successful education partnerships. As in past years, a round of "Speed Dating" was included in the day's agenda to foster collaboration. An addition to the Summit was the inclusion of performance vignettes by students from Gary schools throughout the day.

An outcome of the first Summit held in 2006 was the formation of the South Shore Arts "Chamber of



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Commerce," a lunchtime gathering designed to bring together artists and artistic people for the purpose of further building the regional arts community through awareness and collaboration. These gatherings are typically attended by 50 people every other month and are hosted by various regional arts organizations.

Modeled on the semi-annual Governor's Arts Awards, the Youth Arts Award is designed to bring recognition to deserving youth in the visual, performing or literary arts. The competition is sponsored by the RAC, of which five members this year volunteered to donate \$100 each to offer a scholarship of \$500.

8. Please provide a list of your staff members. Use the formatted Excel spreadsheet provided by the IAC at http://www.in.gov/arts/files/RAP_Staff.xls.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_Staff.xls) and uploaded here.)

[RAP1_Staff.xls](#)

7. Describe your staff's diversity and experience. Also, discuss any staff challenges that are anticipated in the upcoming fiscal year.

(5,000 Character Limit - About one page of single-spaced text)

South Shore Arts is managed by a staff of eight full-time and four part-time employees. Over 40 instructors, who are representative of the racial diversity of the clients being served, are also employed on a part-time contractual basis. These individuals teach classes in art, drama, dance and music at South Shore Arts' three locations and at various partner sites through the "everykid" program. South Shore Arts advertises the availability of employment opportunities through its Web site, local universities and bi-monthly South Shore Arts Chamber of Commerce meetings. Volunteers help to staff the South Shore Arts gift shop and interns from local universities and colleges assist with administrative and program-related duties, as they become available.

John Cain has served South Shore Arts as executive director since 1993. Under the terms of a management agreement between South Shore Arts and the Northwest Indiana Symphony Society, effective July 1, 2008, South Shore Arts became the exclusive management and operations agent for the Symphony, responsible for planning, budgeting, fundraising, marketing, governance, education, administration, contract negotiation and accounting, with John Cain assuming the position of executive director of both organizations.

He serves on the boards of the Ridgewood Arts Foundation, the Friends of Emerson School for Visual and Performing Arts, Lake County Drug Free Alliance, the Center for Regional Excellence at Indiana University Northwest and the Lake Courthouse Foundation. He was the founding chairman of the Mayor's Hammond Commission for the Arts and Humanities. He has served as a grant panelist for the National Endowment for the Arts and hosts "Eye on the Arts," a weekly segment on Lakeshore Public Television evening news. The Indiana Coalition for the Arts Foundation gave him its 2009 Community Arts Leadership Award for Arts Administrator of the Year.

Operating under the new management structure with the Symphony has created opportunities for both organizations to share staff. Tricia Hernandez, who has served as South Shore Arts' marketing and development director for the past four years, now also serves as the Symphony's director of marketing and development. The education departments of the two organizations were merged under the leadership of South Shore Arts' director of education, Linda Eyer mann, who has held that position since 2004. The books of both organizations are kept by Susan Anderson, who has worked as South Shore Arts' director of finance and administration since 1995. With offices of both organizations located at the Center for Visual and Performing Arts in Munster, steps have been taken to identify overlap and duplication in staffing and systems to merge administrative functions into a single operational unit with a shared culture. A new organizational chart was developed that has integrated staff into a combined team.

In order to facilitate the transition from dual to a single unified office system, a combined server, a



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new accounting system, new hardware and software have been purchased. South Shore Arts' phone system has been combined with that of the Symphony and work has begun to convert the Symphony's donor/subscriber records into South Shore Arts' eTapestry database. Both organizations' servers are now networked, allowing for the sharing of information and providing a platform for interoffice communication. By combining the Symphony's e-mail database of 1,500 with that of South Shore Arts, both organizations are now able to reach 5,500 contacts with timely promotions and announcements. In past years, the organizations have separately printed and distributed promotional materials on educational opportunities to area schoolteachers and community arts organizations. This year, over 7,000 brochures were distributed, combining both organizations' educational opportunities for teachers and students for the first time, resulting in significant cost savings and a more effective marketing tool.

The downturn in the economy may negatively impact staff positions, salaries and benefits; staff may be expected to make a larger contribution to health insurance. However, the opportunity to merge staff positions with the Symphony has provided opportunities for job-sharing and efficiencies that may help to avoid the elimination of staff positions.



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Projected Core Services

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1. With regard to all of your core services, discuss how you will meet the Regional Arts Partnership baseline goals and policies. Please reference pages 4, 8 & 9 of the FY2010 Guidelines for core program goals and standards.

(5,000 Character Limit - About one page of single-spaced text)

South Shore Arts will strive to achieve Regional Arts Partner goals and adhere to Partner Responsibilities delineated in the Partnership guidelines.

Re-granting: South Shore Arts provides grants for operating and project support. Applicants and panelists are given a copy of the existing Regional Services Plan, on which applications are to be based and evaluated. Priorities identified in the plan are included in grant guidelines so that applicants can address them in their proposals. Approximately 70% of available funds is allocated to operating support and 30% to projects. Grant workshops are held in each of the three Region 1 counties, and the application is made available through the South Shore Arts Web site. Adjudication of applications is conducted at a public meeting by a citizen panel with all funding decisions approved by the South Shore Arts board. Grants are awarded at the Regional Arts Summit held at Indiana University Northwest in the fall and state legislators are invited to participate in the awards ceremony. (Legislators are included in all South Shore Arts e-blasts and mailing lists and are invited to attend all events.) South Shore Arts sends thank you letters to all Region 1 legislators every year.

Technical Assistance: The Regional Arts Summit was developed to provide opportunities for artists, arts providers and arts enthusiasts to receive training from qualified experts in their respective fields and is a direct outcome of the Regional Services Plan. In addition to the Summit, South Shore Arts is partnering with the IAC on "Careers in the Arts" workshops for persons with disabilities. A disabled South Shore Arts art instructor will be the guest speaker. Workshops for artists are held twice annually and a "2nd Sunday Paint-Off" workshop is conducted monthly, providing a place for artists to bring their work and interact with one another under the guidance of the artist-in-residence at Substation No. 9. South Shore Arts also partners with each county's community foundation in providing training and mentoring opportunities, such as the Great Lake mentoring process, wherein South Shore Arts' executive director worked with the board of a non-profit arts organization in the areas of governance and marketing for an entire year.

Information and Referral Services: South Shore Arts will continue to maintain an extensive regional arts calendar with links to a wide range of arts resources on its Web site. The calendar was recently reorganized chronologically rather than by discipline. A new Artist Opportunities section includes calls for entry, auditions, workshops, grant opportunities, fellowships and internships. The executive director continues to host "Eye on the Arts," a weekly promotional feature on Lakeshore Public Television's Thursday evening news, which averages 30,000 viewers in 14 counties per airing. With a distribution of over 7,500, South Shore Arts' quarterly "Convergence" magazine contains information related to the Partnership, advocacy and workshops. South Shore Arts maintains a database of over 1,500 artists and utilizes it for announcements of competitions and commissions. South Shore Arts partnered with the City of Crown Point in developing a monthly art walk and is instrumental in recruiting artist participation. Region 1 collaborated with Region 3 on the Northern Indiana Tourism Development Commission to help develop and implement a regional trail for the Indiana Artisan grant opportunity.

South Shore Arts takes an active role in state and national advocacy efforts, including Arts Advocacy Day. It provided Indiana Coalition for the Arts with a data base of 5,500 e-mail addresses to support recent advocacy efforts to help restore IAC funding. Advocacy committees have been established on the South Shore Arts board and RAC. The executive director serves as a district captain for Americans for the Arts and annually participates in Arts Day in Washington.

Arts Needs Assessment and Regional Services Planning: Meetings of the Regional Arts Council include a quarterly update on progress with the Regional Services Plan. The plan's time and action calendar is utilized for this purpose. Some of the strategies already implemented include



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reorganization and expansion of the South Shore Arts Web site; the establishment of a RAC Advocacy Committee; and establishment of the Regional Arts Summit.

South Shore Arts utilizes its Regional Service Plan to guide technical assistance and information and referral objectives, as well as its grants-making, updating it through the efforts of a RAC sub-committee. In the coming year, South Shore Arts will collaborate with the IAC and the other eleven Partners on a new Arts Needs Assessment and begin to develop a new Regional Services Plan. The assessment process will involve constituents from each Region 1 county.

2. How are partnerships and collaborations part of your core services and how will they fit in with organizational goals? Please reference pages 4, 8 & 9 of the FY2010 Guidelines for core program goals and standards.

(5,000 Character Limit - About one page of single-spaced text)

South Shore Arts partners with both arts and non-arts organizations throughout the region. With the Northwest Indiana Forum, a privately funded regional economic development corporation, South Shore Arts has assumed management of the Forum's "Just Around the Corner" series of South Shore posters based on an advertising campaign for the South Shore Railroad dating back to the 1920s. The program stresses the importance of art in economic development through promotion of the region through the arts, while also providing commissions for artists.

With the Northwest Indiana Quality of Life Council, South Shore Arts has taken the lead in regional rebranding and other quality of life issues; with Purdue University Calumet on its "Building Community Through the Arts" series; with Leadership Northwest Indiana on advancing the concept that the arts can define a region; with Lakeshore Public Television on a weekly promotional arts segment; and with Indiana University Northwest and its Center for Regional Excellence on the recent "Urban Renewal through the Arts" international conference.

For the past three years, South Shore Arts and its partners have conducted a region-wide arts and literacy program that is a unique collaboration among arts organizations. "Making Memories – A Family Enrichment Program" is an ambitious undertaking conducted in libraries throughout the region. The program brings families together through reading and the arts: bookmaking, writing, music, visual art and drama, all made possible through the talented artistic personnel of Books, Brushes and Bands for Education, South Shore Chamber Orchestra and the Towle Theater. Children's book illustrator Patrick Girouard also contributes to the program.

Two years ago, South Shore Arts' executive director worked with a coalition of corporate and foundation leaders to help provide recovery assistance to the Northwest Indiana Symphony, which had experienced a series of deficit years and faced dissolution. The Symphony was functioning under new board leadership and in search of an executive director. Recognizing that the Symphony is an integral component of the region's quality of life, the team worked with a noted consultant in performing arts management and marketing to develop a plan that could resolve both short and long term financial, governance and management challenges.

One year later, Symphony board president Chris Morrow proposed a merger with South Shore Arts. He wanted to create a consolidated structure, combining resources and synergies, maintaining each organization's programs as distinct artistic disciplines, both managed with one vision. He cited South Shore Arts' strong reputation for management and governance as reasons for turning to the organization. The proposal was accompanied by a \$600,000 challenge grant from Mr. Morrow's family, which has since been matched by three other local foundations and is being held in reserve by the Legacy Foundation, Lake County's community foundation.

While the South Shore Arts board rejected the proposal for an outright merger, the two organizations entered into a business management agreement in July of 2008. The agreement gives South Shore Arts operational control of the Symphony, including planning, budgeting, fundraising, marketing, governance, education, administration, contract negotiations and accounting. South Shore Arts is working with the Symphony to create efficiencies, reduce costs, and enhance existing programs and services.



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To facilitate the management agreement, the Symphony's by-laws were amended to reduce its board to between three and five members, whose sole function is to enter into, monitor, and either terminate or continue the management agreement annually. To date, South Shore Arts has recruited and elected three of the Symphony's prior board members and one of its existing board members to serve on its board. South Shore Arts has established a Symphony Committee, which is responsible for setting the regular and summer concert seasons and working with the Music Director/Conductor to ensure that the program is fiscally sound. Another condition for entering into the management agreement was that the Symphony's outstanding debt of \$150,000 be eliminated. This condition was met through the distribution of a bequest from a local philanthropist that also provided funds for the merger of the two organizations' office systems.

Through this unique merger of the arts, South Shore Arts and the Symphony hope to lead the way with a sensible, creative business model for the arts that will benefit the two organizations' constituencies. To date, the Symphony is operating in the black for the 2008-2009 fiscal year.

3. How will arts in education and underserved audiences be addressed in your core services? Please reference pages 4, 8 & 9 of the FY2010 Guidelines for core program goals and standards.

(5,000 Character Limit - About one page of single-spaced text)

Re-Granting: South Shore Arts' objective in both the AOS and APS categories is to provide general public access to quality arts and cultural activities with special attention to underserved communities, people lacking access to arts programs, services, or resources due to isolated geographic location, low income, age, race/ethnicity, cultural differences, disability, or other circumstances. An additional objective in the APS category is to provide general public access to educational opportunities where citizens of all ages can learn about and experience a variety of arts activities. The guidelines define arts education as "an organized and systematic educational effort with the primary goal of increasing an identified learner's knowledge of and/or skills in the arts with measurable outcomes."

Data collected for reporting to IAC showed that South Shore Arts and its grantees served approximately 100,000 children and youth in Region 1 in the past year.

To reinforce the importance of the learning opportunities offered through its annual Arts Summit, South Shore Arts now requires its grantees to attend the all-day conference held every year in conjunction with its grant awards ceremony.

Technical Assistance: A goal of the 2006 Regional Services Plan was to establish an annual "Celebrate the Arts" Symposium for areas arts providers comprised of performance and exhibition, social opportunities, educational offerings and planning for collaborative events. South Shore Arts has been presenting such a symposium in partnership with the Center for Regional Excellence at Indiana University Northwest in Gary for the past three years.

South Shore Arts' role as an IAC Regional Arts Partner places staff members in a mentoring position for local arts providers. On a weekly basis, the executive and special project directors assist artists and nonprofit constituents with issues ranging from board development, resource development, endowment building, financial practices, marketing and publicity.

Information and Referral: The current Regional Services Plan includes two goals related to this core service. One is to facilitate the public presence of art as part of people's everyday lives, including underserved populations, by collaborating with private, non-profit and governmental agencies in support of the development of visual and performing artworks in public spaces. During the 2006 Gary centennial, South Shore Arts assisted with the selection of public artwork now installed downtown. South Shore Arts executive director served as co-chair of the arts committee for the centennial.

A second goal is to maximize inter-organizational communication and networking and support collaborative marketing of arts and cultural offerings to increase public awareness of arts offerings, generate excitement, support and increase participation, and eliminate perceived barriers to participation.



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Meeting this goal is an on-going activity with fresh information about regional arts events updated weekly onto South Shore Arts' on-line Arts Calendar. Through networking opportunities organized by South Shore Arts throughout the year, local arts providers are learning to collaborate and experiment with new marketing approaches. Indiana Ballet Theatre, for instance, is taking its new production of "Coppelia" to seven communities in Lake, Porter and LaPorte counties. They opened up auditions to children with no dance training, providing an opportunity for them to engage with the professional dancers. They collaborated in this endeavor with the Boys and Girls Clubs, the Girls Scouts and the Safe Harbor Program, along with local schools.

Arts Needs Assessment/Regional Services Planning: Other education goals in the current Regional Services Plan include promoting arts and cultural components in curriculum and extracurricular activities in the schools by increasing sustained exposure to creative disciplines and promoting cultural literacy and developing "demand" for public investment in the arts. Collaborative programs like "Making Memories" are helping families to interact with one another through reading and the arts. From its outset, this program sets the stage for participants to be working on the creation of a family journal or album, preserving participants' lives and what is special about each one through writings of the various family members. At the same time, participants are given access to the larger world of artistic opportunities beyond their own everyday experience.

Another education goal is facilitating the public presence of art as part of people's everyday lives, including underserved populations. South Shore Arts has collaborated with several groups on local and regional public art projects, including one \$250,000 commission for public sculpture in the City of Hammond, which has since become the centerpiece in that community's downtown.

4. How will you determine and evaluate the outcomes for all of your core services? Describe both your qualitative and quantitative processes.

(5,000 Character Limit - About one page of single-spaced text)

Grants-making: Evaluation is conducted by the Grants Committee of the Regional Arts Council. The entire grant process, including guidelines and review process, is revisited annually by this committee. The Grants Committee has recommended that innovations be implemented such as required artistic documentation, mandatory points off for failure to submit reports on time and required consultations with South Shore Arts staff for applicants who have received low scores in previous grant cycles. This year, the Grants Committee has made attendance at the Regional Arts Summit a mandatory requirement.

Information and Referral: The South Shore Arts Web site had 118,750 hits in March 2009. These statistics are generated by Analog 5.32 and Report Magic 2.21 software. The regional calendar Web site hits peak on Wednesday and Thursday just prior to the weekend. On a daily basis, 40% of phone calls logged by the South Shore Arts office are requests for arts related information or referral. A spreadsheet has been developed for tracking these calls. In a survey of nightly news viewers conducted by Lakeshore Public Television, an increase in viewers was reported on Thursdays for the arts segment with eight of ten viewers responding positively. In a phone survey conducted by the station, respondents stated that "Eye on the Arts" drew them to watch the news on that particular night. Arts providers who appear as guests on the program report that this opportunity guarantees higher ticket sales and attendance.

Technical Assistance: South Shore Arts regularly distributes evaluation tools to assess the effectiveness of its technical assistance programs, including the Regional Arts Summit, which exceeded 90% approval rating all three years it has been presented. South Shore Arts tracks the number of requests for technical assistance and tracks informational sessions and one-on-one consultations held with various non-profits art groups. South Shore Arts documents organizations' progress in learning how to set realistic goals and objectives, how to write grants, how to recruit effective board members, how to create realistic budgets, and how to effectively market their organization and programs. Many of the organizations that South Shore Arts has provided with technical assistance over a period of time have demonstrated significant growth as evidenced by their improved ratings in the annual grant reviews by local panelists.

The Great Lake mentoring process that South Shore Arts executive director John Cain conducted



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with Books, Brushes and Bands for Education, a mid-level Region 1 arts provider, was administered and monitored by the Legacy Foundation for its effectiveness and success.

Arts Needs Assessment and Regional Services Planning: The Regional Planning subcommittee of the South Shore Arts Regional Arts Council continually monitors the progress and effectiveness of the current plan and its execution. The subcommittee tracks the status and outcomes of each strategy of the plan on a quarterly basis, providing statistics as available, which are then reported by the Special Projects Director to IAC.

5. Please upload the Excel spreadsheet with your projected Core Services Outcomes. Use the formatted Excel spreadsheet provided at http://www.in.gov/arts/files/RAP_CoreServiceOutcomes.xls. You will provide the actual outcomes for these projections in your grant reporting.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_CoreServiceOutcomes.xls) and uploaded here.)

[RAP1_CoreServiceOutcomes.xls](#)

6. Between formal planning processes, how do you evaluate and update your needs assessment plan? When does your plan expire and what is the timeline for the new plan?

(10,000 Character Limit - About 2 pages of single-spaced text)

The Regional Planning subcommittee of the South Shore Arts Regional Arts Council monitors the status of the 2005 Regional Cultural Plan through a Time and Action Calendar that tracks each strategy of the plan by action, resources, group responsible, and results on a quarterly basis through the fourth quarter of 2010. The committee reports its findings to the Regional Arts Council, and the Chair of the Council, who serves as the South Shore Arts Vice President of Regional Services, then reports the progress to the board.

Over the past three years, many of the plan's objectives have been achieved. Some of the strategies already completed include: user-friendliness and a more regionalized focus of the South Shore Arts Web site; the establishment of the Regional Arts Council Advocacy Committee; the availability of an easily-accessible on-line regional media list; presentation of the region's first international art exhibit, which was a partnership between South Shore Arts and Indiana University Northwest; the annual presentation of the Regional Arts Summit; development of a regional case statement for arts funding; and a regional directory of arts and cultural organizations, facilities and capacities.

Other items are being followed through consistently and have become institutionalized by South Shore Arts and by other organizations represented on the Council, as well as elsewhere in the regional arts community. For instance, the goal of maximizing inter-organizational communication and networking through collaborative marketing and cross promoting organizational offerings has become a much more common practice, and South Shore Arts panelists are encouraged to give additional points to grant applications from organizations that demonstrate collaborative marketing strategies.

Many on the Council have commended South Shore Arts for the commitment it has made towards implementing items in the plan, which has continued to stretch its capacity and expanded its culture of embracing new ideas. However, while many goals have been achieved, not every objective has been implemented. In some cases, whether due to economic or other limitations, some items were eventually deemed too ambitious to achieve within the designated time period. While there has been some movement towards communities embracing the notion of public art (Munster is an example of one that has done so wholeheartedly), the current economy makes it inappropriate to lobby for public art or initiate capital campaigns for arts and cultural facilities in a region where many citizens are unable to pay their property taxes or utility bills.

Recently reporting to the RAC on the status of the plan, the committee recommended that one or two short-term objectives be included for the final 18 months of the plan. Suggested activities included:



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- Surveying RAC members to assess the impact the plan has had on their organizations actions/behaviors
- Expanding on the advocacy component built into annual activities
- Developing local research designed to inform the development of the next Regional Services Plan
- Conducting public awareness campaign on valid research on the arts and learning
- Permanently scheduling annual symposium for October, which is National Arts and Humanities Month.

The current plan was adopted in January of 2006, and the current plan will expire December 31, 2010. The Regional Planning Committee recently met with Indiana University Northwest's Center for Regional Excellence to discuss ways of proceeding with the information gathering and planning process for 2010. The 2005 plan was created with the assistance of the Center, called then the Center for Cultural Discovery and Learning, through a fellowship grant that enabled an intern in IUN's MBA program to provide statistical analysis and leadership. Those fellowships are now only open to faculty members. We have recently learned, however, that the Center for Regional Excellence will be supporting the research initiative of the Regional Services Plan, engaging a faculty member and student intern from IU Northwest.

South Shore Arts only entered into the arrangement with the Center in 2005 after participating fully in the statewide assessment survey conducted on-line with all twelve Regional Arts Partners and the IAC beginning early that year. The findings from that process, while interesting, were more or less reflective of a narrow segment of the population: affluent, well-educated, middle-aged, female and white. Most if not all Partners went on to conduct more grassroots assessment efforts throughout the following summer. Believing that the on-line survey had eliminated participation by many segments of the population, South Shore Arts created simple placemat surveys, which could be easily completed. These were distributed by Region 1 arts organizations throughout the three counties at chamber of commerce and service club meetings, to school groups, at churches, in community centers and libraries. In many cases, it gave these representatives of the arts an opportunity to speak to these groups about the benefits of the arts and about their own programs and projects.

For the 2010 assessment and planning cycle, South Shore Arts will once again participate in any statewide efforts organized by the IAC and Regional Partners. However, this time, we will assume going in to the process that a more grassroots strategy will need to be utilized on the local level to get information that is reflective of Region 1's distinct diversity.



Projected Core Services (Continued)

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7. Based on your arts needs assessment and regional services plan, what are the most important needs in your region and how will you address them with this grant?

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The current plan is structured on the following key points (the ABCs) of arts and cultural environmental development.

A (ACCESS) An acknowledgment that while we have made great strides in identifying a wealth of arts and cultural resources available in our region, we have important work to do in facilitating more public visibility of the arts and connecting those in our community with all the resources available to them.

B (BUILDING) This is the structural component of the plan. How can we identify and maximize the use of existing facilities available for arts and cultural programming and how can we develop new facilities? How can we use technology to build an effective cultural network?

C (COMMUNITY) What are the next steps we can take to communicate more effectively intra-organizationally? How can we collaborate with other institutions and organizations in the community to maximize access to arts and cultural activities? How can we use the full spectrum of arts activities to celebrate the diversity in our region and foster diverse relationships?

S (SUSTAINABILITY) How can we ensure the availability of resources for a community rich in arts and culture?

ACCESS

Goal: To facilitate the public presence of art by continually surveying private, non-profit and government organizations about their capacity for contributing to the public presence of art works; identifying potential collaborations; making the cultural plan available to all regional legislators and requesting that it be incorporated into all budget, development, land use, recreational and operational planning.

Goal: To support and strengthen cooperative relationships among organizations supporting arts and cultural activities by identifying and documenting such organizations.

Goal: Maximize inter-organizational communication and networking by supporting collaborative marketing of arts and cultural events and cross promoting organizational offerings.

BUILDING

Goal: Identify and document existing facilities and their capacity available for arts and cultural activities by training students and volunteers in collecting data.

Goal: To seek funding for the planning and construction of arts/culture and arts/culture educational facilities by identifying needs across organizations and identifying overlapping needs.

Goal: Utilize technology to provide information, expedite communication and expand the capacity for technical assistance by evaluating "user friendliness" of Web site.

COMMUNITY

Goal: Establish and maintain public information access portals for local and regional arts and cultural offerings.

Goal: Promote arts and cultural components in curriculum and extracurricular activities in the schools by conducting a workshop in CAPE's (Chicago Arts Partnership in Education) model for collaborative teaching with professional artists.

Goal: Identify and encourage the use of public space for informal arts activities by identifying existing facilities and potential capacity for arts and cultural activities.

SUSTAINABILITY

Goal: Increase monetary support for artists and the arts/cultural sector.

Goal: Cultivate relationships with and make annual policy recommendations for local, state and



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federal legislators by posting current local, state and federal legislators' positions on investing in arts and cultural resources and maintaining a profile of legislators' interests.

8. List and define your Regional Block Grant categories. How does your regional services plan support the allocation of funds to these categories?

(5,000 Character Limit - About one page of single-spaced text)

In its role as a Regional Arts Partner of the Indiana Arts Commission, South Shore Arts currently provides grants for operating and project support. While the number of grants awarded has grown from nine to 33 over the years that South Shore Arts has served in this capacity, a total of 30 were awarded in the FY2009 grant cycle. Twelve were awarded for arts organization support and 18 were awarded for project support. Over the years of the Regional Partnership, the Grants Committee of the Region 1 Arts Council has deliberated annually on the percentage of funding to be allocated for either category. Currently, about 70% of available funds are allotted to operating support and 30% to projects. South Shore Arts received an increase of approximately \$50,000 for its regional re-granting program for fiscal years 2008 and 2009. This increase was mandated to support Indiana non-profit arts organizations. However, several qualified arts organizations that previously applied in the Arts Project Support category whose programs were deemed appropriate for the region and its plan were "promoted" into the Arts Organization Support category to avail them of this increased funding.

While the current Regional Services Plan does not specifically indicate the categories of grants that South Shore Arts should offer, the grants provided by South Shore Arts pursuant to the Plan do serve as an incentive for developing and strengthening the capacity of communities to plan and implement quality arts activities. Specifically, the Plan guides funding allocations through an emphasis on education and reaching the underserved, both of which are stressed as important elements of successful AOS and APS applicants. During the grant review this past year, a recurring grant applicant, a theater company, was penalized for not providing an educational component to their program. This resulted in the theater offering a Shakespeare Workshop for grade school children. The Regional Arts Council has revamped the scoring sheet for the grant panel review and will now specifically address each section of the grant application: Quality, Community Impact/Public Benefit, and Management. Community Impact/Public Benefit receives the most points which directly follows the guidelines of the Plan. Prior to the grant panel review, the special project director meets with each panelist and explains the cultural plan, the grant application, and the correlation between the two.

AOS I applicants are small to mid-sized arts organizations with at least a one year history of service delivery. They must have arts programming and/or service as their primary mission; an annual process for program planning and evaluation with input from the community; a governing body that represents their service area; an annual independent examination of finances conducted by a CPA; and previous year's operating income less than \$500,000. The maximum request may be \$10,000 or 20% of previous year's operating income (whichever is less).

AOS II applicants are mid-sized to large arts organizations with more than one year of history, a strategic plan, and an annual financial audit. They must meet all Level I requirements, plus have operated for at least one year according to a strategic or long-range plan adopted by the governing body; an annual independent audit conducted by a CPA; a paid administrative staff person who reports to the governing body; and previous year's operating income greater than \$500,000. The maximum request may be \$20,000.

The Arts Project Support Program (APS) provides funding to arts and non-arts organizations to support a distinct aspect of the organization's arts activities, such as a one-time event, a single production, an exhibition, an educational seminar, or series of related arts activities, such as art classes or training sessions. Projects may include, but are not limited to: concerts; theater productions; visual art exhibits; presenter touring programs; artist residencies in schools or other community settings; or a broad range of arts-related services for Indiana citizens, artists, arts organizations, and communities. The maximum request may be \$5,000 or up to 50% of allowable project expenses, whichever is less.



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9. How are prospective Regional Block Grant applicants identified? How do they apply and what is the criteria? How are the applications paneled? Define your grant period.

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The Region I grants program is promoted in South Shore Arts' quarterly "Convergence" magazine, through press releases and on the South Shore Arts Web site. Applicants are identified by attending one of the grant workshops, one of which is held in each of Region 1's three counties in early January. The application can be downloaded off of the South Shore Arts Web site, e-mailed or a hard copy can be mailed to the applicant upon request. The criteria of all levels of the grant have the objective to provide general public access to quality arts and cultural activities with special attention to underserved communities including people lacking access to arts programs, services, or resources due to isolated geographic location, low income, age, race/ethnicity, cultural differences, disability, or other circumstances.

All organizations must meet the four general requirements defined in the application:

1. They must be either an Indiana public agency (part of city, county, or state government) or a private, nonprofit, tax-exempt agency or be a part of a larger Indiana public agency or tax-exempt nonprofit organization and have a separately identifiable organizational structure, governing body, and financial reporting system.
2. Private nonprofit organizations must be incorporated in the state of Indiana at the time of application, and have received recognition of tax-exempt status from the Internal Revenue Service. In some cases, an eligible tax-exempt organization may act as a fiscal sponsor for an organization that has not yet secured tax-exempt status.
3. Organizations must have no outstanding overdue IAC or South Shore Arts Final Grant Reports.
4. Organizations must be Indiana-based and have an Indiana address within the IAC regional area in which application is made. Nonprofit corporations that are based in another state must be registered in Indiana as a Foreign Corporation, have an IAC regional address, and provide arts activities within that region to be eligible.

In addition, there are specific requirements for each level of funding. The Arts Organization Support - Level I (AOS-I) must have arts programming and/or service as its primary mission; at least a one-year history of arts programming/service delivery since date established; an annual process for program planning and evaluation with input from the community to be served; a governing body that is representative of the organization's service area; an annual independent examination of finances conducted by a CPA; previous year's operating income less than \$500,000 and can make a maximum request of \$10,000 or 20% of previous year's operating income (whichever is less).

Arts Organization Support - Level II (AOS-II) must meet the same criteria as Level I plus have more than a one-year history of arts programming/service delivery since date established; operated for at least one year according to a strategic or long-range plan adopted by the governing body; an annual independent financial audit conducted by a CPA; a paid administrative person who reports to the governing body; previous year's operating income of \$500,000 or more with a maximum request of \$20,000.

Arts Project Support Program (APS) provides funding to Indiana arts or non-arts organizations to support a distinct aspect of the organization's art activities, such as a one-time event, a single production, an exhibition, an education seminar, or series of related arts activities, such as art classes or training sessions. Projects may include, but are not limited to: concerts; theater productions; visual art exhibits; presenter touring programs; artist residencies in schools or other community settings; or a broad range of arts-related services for Indiana citizens, artists, arts organizations, and communities. The maximum request is \$5,000 or 50% of allowable project expenses, whichever is less.

Applicants must match RAP funds on a dollar-for-dollar basis through a combination of cash and in-kind contributions, and at least 50% of the local match must be cash. The match for state agencies,



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colleges and universities is at least three dollars cash from non-state funds.

All applicants and panelists are given a copy of the existing Regional Services Plan on which applications are to be based and evaluated. Priorities identified in the plan are included in the grant guidelines so that applicants will be able to address them in their proposals.

With the assistance of the Regional Arts Council, South Shore Arts appoints citizen panels composed of persons from each county who are knowledgeable in the arts, non-profit management, and/or community development to evaluate applications. Panels are balanced with consideration to race, gender, regional representation and special needs. Panelists are divided into two sessions, the morning session reviews the AOS grants and the afternoon session reviews the APS grants. Panelists receive training and review all applications prior to the session. To evaluate applications, panels use the following indicators:

QUALITY (30% of score)

- The goals and objectives of the proposed activities are clearly explained and are consistent with the organization's mission and long-range plans, and with IAC goals.
- The artistic goals and program design are consistent with the organization's resources.
- There appears to be a sufficient number of appropriate and qualified personnel (or independent contractors, including artists), paid or volunteer, to carry out the proposed activities.
- The audience has been clearly identified and estimated attendance figures appear reasonable in light of past efforts.
- Proposed program components and activities appear to be appropriate in light of project goals and audience. The project design contains and describes educational activities.
- Participating artists, staff, community members and others have been/will be involved in planning, implementing, and evaluating the project activities.

COMMUNITY IMPACT/PUBLIC BENEFIT (40% of score)

- At the discretion of the panel, special consideration may be given to counties, communities, or disciplines that qualify as underserved.
- The organization's constituent base is clearly defined. The manner in which constituents were involved in assessing needs and program planning is clearly described. There was an appropriate level of constituent involvement and support.
- The plan for serving traditionally underserved populations in program development, implementation, and evaluation is clearly described and appears adequate.
- Appropriate promotional efforts will be made to inform the general public about activities, including strategies for reaching traditionally underserved populations.
- Proposed activities will be made accessible and marketed to persons with disabilities and other special needs.
- The proposed activities will contribute to long-term growth of the arts in the community.

MANAGEMENT (30% of score)

- There is a person (paid or volunteer) assigned to manage the project/operation. The manager's qualifications have been clearly explained and appear adequate.
- The project timetable is clearly explained and provides sufficient detail to guide implementation. (APS applications only)
- The process that will be used to evaluate project effectiveness is clearly described and measurable. Evaluation will include assessment of impact on the people served. Audience and participant feedback will be used as one component to evaluate project success in achieving its goals.
- There is evidence of a successful history of providing related arts activities.
- Estimated expenses and budget appear reasonable. Projected income will be proportionate and come from a variety of sources. There are adequate plans for long-term resource development and deficit reduction (where applicable).
- The applicant's governing body meets on a regular basis and represents the diversity of the applicant's geographic service area with respect to race/ethnicity, gender, age, special needs, and location of residence, etc.

This year, advisory panels will be convened on May 16, 2009. A funding formula based on the panels' ratings and available funds will be used to determine funding recommendations. Panel



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meetings are open to the public for observation and are recorded. Applicants are required to attend or are disqualified from funding. Applicants cannot lobby panelists on behalf of their applications before, during, or after the panel meeting. The South Shore Arts board will review and ratify all FY2010 funding recommendations prior to July 1, 2009.

South Shore Arts Grant period is from July 1st through June 30th.

10. What types of reporting do you require of your regional block grantees? What are the due dates?

(5,000 Character Limit - About one page of single-spaced text)

South Shore Arts requires that all grantees submit a revised budget and narrative description of the funded activity(ies) based on the actual amount of the grant they are allotted. This report must be returned with the signed contract and becomes part of the contract. It modifies the original application, describing what will be done with the amount of funding that was actually awarded. The grantee is held accountable for delivering the type and level of services explained in this report. This report is due September 18th and must be received before the first 90% grant award is distributed at the Regional Arts Summit.

The grantee is required during the period of coverage to give prior written notice to South Shore Arts of any major organizational changes that may affect the funded project, such as significant changes in the budget, personnel, dates, and scope of activities.

All grantees must submit a final grant report following the grant's ending date. The deadline for submitting the final grant report is May 31st. This has been adjusted to coincide with reporting to the IAC. South Shore Arts will provide the final 10% grant payment following receipt and review of the final grant report.

The report captures the following data and is not considered complete without all information requested:

- Audience demographics
- Examples of project outcomes
- Final financial reporting

11. What types of activities and collaborations do you plan to do with the IAC (e.g. Poetry Out Loud, Governor's Arts Awards, etc.)? Reference Page 9 of the FY2010 RAP Guidelines for additional information.

(5,000 Character Limit - About 1 page of single-spaced text)

South Shore Arts worked with the Northern Indiana Tourism Development Commission to develop and implement a regional trail for the Indiana Artisan grant opportunity. The Director of Special Projects was asked to serve on the advisory panel to assist in the development of the regional "Art and Earth" trail across the northern Indiana region. This trail will promote the many unique artisan and ag-tourism experiences throughout the region. This regional tourism development organization includes Elkhart, Kosciusko, LaGrange, LaPorte, Marshall, Porter and South Bend/St. Joseph visitor bureaus. The goal of the trail is to provide authentic destination experiences and increase visitation through a regional arts and agricultural trail network connecting artisan and agricultural venues, communities and associated points of interest. Meetings have been held at the Elkhart Visitors Center. Informational meetings will be held at local visitor centers to recruit and inform regional artists and artisans of the application process. This project is to be completed by the end of 2011.

South Shore Arts annually hosts a workshop for the IAC Individual Artist Program at its headquarters in Munster at the Center for Visual and Performing Arts and continues to offer support by recommending panelists for photography, literature, etc., panels as requested. This workshop is held annually in January. South Shore Arts staff members have also served as panelists for this program.



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South Shore Arts' executive director serves as a district captain for Americans for the Arts and travels annually to Washington, D.C. for Arts Day with the Indiana delegation, including the president of the Indiana Coalition for the Arts and executive director of the Commission. He also serves on the IAC's Advocacy and Awareness Committee.

South Shore Arts publicizes IAC program and grant opportunities in its quarterly "Convergence" magazine, through e-blasts to approximately 1,500 artists and other constituent groups, and on its Web site. Past and current opportunities include the Indiana Artisan workshop held last year. Updates on the project are sent to all area artists on a continued basis to keep them current of opportunities within the program. Region 1 had one artist and one artisan juried into the program this year. South Shore Arts will hold a follow-up workshop before the end of the calendar year with Eric Freeman to help artists and artisans increase their businesses through development and planning, selling, promoting, identifying markets, accounting, and legal advice.

South Shore Arts is also working with the IAC to promote and present the ArtsWork Creative Connections Workshop, which will be held at Ivy Tech in Valparaiso. South Shore Arts researched and procured the workshop site and is networking with local organizations that serve persons with disabilities. Kevin Hanusin, a disabled South Shore Arts instructor, will be a featured speaker at the workshop.

South Shore Arts' special projects director serves on the board of the Indiana Coalition for the Arts as vice-president. The Indiana Coalition of the Arts annually sponsors Arts Day at the Indiana Statehouse and works closely with the IAC in organizing the program, obtaining nominations for the Community Arts Leader Awards, and inviting legislators to participate in the day's activities. The vice-president is responsible for assuring that all regional arts partners and Indiana's major arts organizations participate and have a display at the event.

The South Shore Arts special project director works with the IAC and Poetry Out Loud by notifying all local schools of the event.

12. Provide the activities that make up your Regional Services Timetable. Use the formatted Excel spreadsheet provided at http://www.in.gov/arts/files/RAP_RegionalServicesTimetable.xls.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_RegionalServicesTimetable.xls) and uploaded here.)

[RAP1_ServicesTimetable.xls](#)



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Projected Community Arts Program

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1. Describe the activities in which your organization will be involved beyond the Regional Arts Partnership activities. Be sure to include information about arts in education activities and reaching underserved audiences.

(10,000 Character Limit - About 2 pages of single-spaced text)

South Shore Arts annually provides: 1) over 400 classes in all media for children and adults, including ceramics, photography, painting, drawing, cartooning and acting in Munster, Crown Point and Hammond, where registrants receive classes at half price; 2) the "everykid" program, which last year served over 17,000 children, youth and families with instruction in visual art, music, drama and dance, conducted in partnership with schools, social service agencies, and municipal parks departments; 3) children's performances featuring multi-cultural puppetry and story-telling for Black History Month attended by approximately 5,000 area school children; 4) more than 20 exhibitions of local, regional, national and international artists and cultures in four galleries; and 5) free art appreciation programs for people of all ages.

The "everykid" program

Education is central to the mission of South Shore Arts. The increasing success of its fee-based art classes led South Shore Arts to develop a program in 1995 that would provide the same quality of art instruction in the same fully-equipped studios for children at no charge. The program began with a single after-school scholarship class that brought artistically gifted fourth grade students from Hammond, one of Northwest Indiana's three low-income industrial cities to the Center for Visual and Performing Arts in Munster. Just 30 students were served that first year; however, by attracting funders for the program, South Shore Arts built on the success of the pilot initiative, and other outreach programs soon followed.

In the past year, over 17,000 children and youth were served through what is now called the South Shore Arts "everykid" program, conducted with area schools, parks departments and social service agencies. Recognizing that many children desperately need self-confidence and help staying interested in school, South Shore Arts began partnering with youth-serving social service agencies, such as YMCAs and Boys and Girls Clubs, and discovered that it could reach a much greater number of students by taking its instructors and supplies directly to them on site. By 1998, the success of the "everykid" program, coupled with opportunities to occupy space in two additional Lake County communities, prompted South Shore Arts to open branch locations, one in a former electrical substation in downtown Hammond and another in a former bank building on the historic courthouse square in Crown Point. At these branch locations, underserved and geographically distant populations can be reached.

South Shore Arts also offers children's performances, including multi-cultural puppetry and story-telling for Black History Month. These popular shows are attended by approximately 5,000 area school children each year. The annual Beaux Arts Ball fundraiser helps support the "everykid" program.

South Shore Arts provides the arts enrichment activities for both the East Chicago and Gary Lighthouse Academies charter schools with a combined enrollment of over 500 students. Other current "everykid" program partnerships include:

21st Century Learning Program, Hammond
Afternoons R.O.C.K. in Indiana
Art is Elementary
Art After-Math
Art Workshop for Classroom Teachers
Black History Month Children's Performances
East Chicago After-School Arts Enrichment
Friendly PEERsuation
Gallery Tours
Hammond After-School Scholarship Programs



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Hobart YMCA Summer Camp
Hammond YMCA Art and Drama Camps
Hanover After School Scholarship Program
Jim West Puppet Performances
North Lake County Boys & Girls Club Classes
PACT (Parents And Children Together)
PALS (Personal Adjustment Level System)
Polar Express
Porter County Boys & Girls Club Classes
Project LEARN
Post-Performance Puppet Workshops
Individual Scholarship Program
Spiccia Scholarship Program
Steel City Youth Scholarship Program
Toot 'n Doodle
Tri Kappa Scholarship Program

Art Appreciation for All Ages

A highlight of the South Shore Arts education program is "Art in Focus," an art appreciation series organized by and presented for adults at leisure, every other Monday morning in Munster and every second Tuesday evening in Crown Point. The success of this free series is evident in the consistently high attendance levels throughout the year. Many are longtime members, whose involvement in the organization dates back three decades or more; but others are new to South Shore Arts, and this has been a real benefit of the program—it's ability to attract a large following and involve more people in the arts. Each "Art in Focus" workshop includes a selected video presentation followed by lively group discussions. Now in its twelfth season, this year's "Art in Focus" theme is "Landscape in Art and Art in the Landscape."

Exhibits

With its geographical placement just 35 minutes from downtown Chicago, South Shore Arts plays a vital role for many of the region's emerging visual artists, who value the opportunity to exhibit in one of its exhibition spaces (one offering 5,000 square feet), bringing them greater visibility and increased media attention. South Shore Arts' ambitious exhibitions program helps to place Northwest Indiana on a higher cultural plane, where one might regularly expect to see high quality visual arts presentations.

The annual Salon Show is a tradition that has defined South Shore Arts since its inception in the late 1930s, when ten local artists sponsored the first annual art exhibition in the millinery department of the Minas Department Store in downtown Hammond. Since 1989, the Salon Show has been presented at the Center for Visual and Performing Arts in Munster. Drawing on the reputations of distinguished jurors from throughout the greater Chicago metropolitan area, the exhibit has grown into one of the Midwest's most important juried competitions, with \$10,000 in prize money awarded to artists.

South Shore Arts places special focus on an individual artist through its new "Outstanding Midwest Artist Series." In addition to expanding its reach as an exhibition venue, South Shore Arts' objectives in creating this series include exploring the creative roots of contemporary visual artists; introducing seminal exhibitions to the public; strengthening the relationship among artists and their audiences in the Midwest; and documenting each of these exhibitions through the publication of accompanying catalogues.

For many years, South Shore Arts worked towards the presentation of a blockbuster-scale exhibition. The first of these endeavors was the exclusive Midwest exhibition of artwork by Andy Warhol in "The Prints of Andy Warhol: From A to B and Back Again" from the Andy Warhol Museum in Pittsburgh in the 2003-2004 season. The 2005-2006 exhibit season brought "Portrait of America: Norman Rockwell and The Saturday Evening Post," a major exhibit of all 323 of Norman Rockwell's original Saturday Evening Post covers, which generated record-breaking attendance. This year's exhibit was "Celebrity Revealed: Rare and Unpublished Images of Film Legends," a major exhibition of classic images by renowned photographers from Magnum Photos, which captured the world of American



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movie-making.

Although a blockbuster exhibit has not yet been determined for the 2009-1010 season, pending confirmation of continued corporate support, the blockbuster series has become an important fundraiser for South Shore Arts (this year netting \$50,000). It is also an important marketing vehicle. The blockbuster has traditionally been supported by generous in-kind media partners in Chicago, as well as Northwest Indiana, who have helped South Shore Arts expand awareness of the organization through the exhibit.

2. Describe the service area (specific counties) and target audience for your Community Arts Programming (CAP). Be sure to include information about reaching underserved audiences and how your CAP is of value to your community.

(10,000 Character Limit - About 2 pages of single-spaced text)

South Shore Arts' community arts programs primarily serve Indiana's Lake, Porter and LaPorte counties, as well as south suburban Cook County, Illinois. Approximately 70% of South Shore Arts' audiences for exhibits, classes, children's performances and art appreciation programs are from Lake County, with 10% from Porter County, 5% from LaPorte County, and 15% from Chicago and its southern suburbs.

According to the Contract with Hoosier Children, children are best raised in families that are healthy, self-sufficient and caring. One in five of Indiana's children live in poverty, a level that exceeds the national child poverty rate of 17.8%. The 2004 Quality of Life Council Indicator's report states that more than a third of adults residing in four school districts in Northwest Indiana lack a high school diploma. 40% of Northwest Indiana residents read below the 5th grade level. Poverty is often associated with poor educational outcomes. This problem is particularly acute in two school districts: Gary, where 36.7% of all families live in poverty; and East Chicago, where 34.4% of all families are poor.

Located just southeast of Chicago, the region covers more than 50 Indiana communities, ranging from urban to suburban, lakeside to remote rural, with a population over 740,000. 2007 census figures show that Lake, the home county of South Shore Arts, is the most diverse with 26.1% African-American, 14.3% Hispanic and 1.1% Asian, compared to 10.3% African-American, 4.2% Hispanic, and 0.5 % Asian for LaPorte and 2.8% African-American, 6.5% Hispanic and 1.1% Asian for Porter. Approximately one quarter of the persons living in Lake, LaPorte and Porter counties are under the age of 18 and roughly 13% are 65 or older. A fifth of the region's families earn less than \$20,000 per year. More than 60,000 people collect food stamps every month. 58% of households are single parent in Gary, Hammond and East Chicago, the three largest cities. With two facilities situated on the state line, South Shore Arts also serves 15 Illinois communities, including Chicago's working class southeast side.

Although a richly diverse region, Region 1 is one of the most segregated in the country. South Shore Arts has addressed this problem by directing its mission and programs on the goal of creating connections among the region's socially and culturally diverse communities.

The South Shore Arts exhibitions program has created valuable connections with diverse audiences and artists through exhibits such as "Latino Artists in Chicago and the Calumet Region," "African American Artists in Chicago and the Calumet Region," "Project Yitzhak" from the Yitzhak International Arts Gathering in Israel and "Double Happiness: Asian-American Wedding Stories." Partnerships with organizations such as the Friends of Emerson School for Visual and Performing Arts and the Jewish Federation of Northwest Indiana allow South Shore Arts to reach the diverse audiences indicated in its mission.

The South Shore Arts "everykid" program primarily reaches children, youth and families of underserved communities in Lake and Porter counties, including Gary, Hammond, East Chicago, Merrillville, Cedar Lake and Portage. South Shore Arts makes a deliberate effort not to compete with its grantees or other arts providers in Porter and LaPorte counties that provide similar programming. However, where gaps are identified and these organizations are not able to provide needed programming, South Shore Arts happily develops partnerships with schools and other agencies, as



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well as grantees and other arts providers in those counties, to benefit their respective constituents and enable them to increase their programmatic capacity.

While it is often said that the arts are an elitist pursuit, it has been demonstrated in Northwest Indiana that they are also very human. Long before there were steel mills along the region's lakefront, there were artists lured here by the natural beauty of the Indiana Dunes shoreline. Even after industry dominated the region's coast, the men and women who came to work here created opportunities for themselves to be artistic. They organized community theatre groups and orchestras, performing in church halls and lodges. They established local arts guilds, holding fine art exhibits and fairs. They expressed themselves through an infinite variety of ethnic art forms and festivals.

Frank Dudley was one of Northwest Indiana's best-known and most respected artists. For over forty years, he observed and painted the beaches, hills and woodlands of the Indiana Dunes, beginning in 1911, when most people saw them only as a sandy wasteland. He enjoyed and understood their ecology as a scientist would and was instrumental in leading the movement that has preserved the dunes for future generations.

On June 3, 1917, the great "Historical Pageant and Masque of the Sand Dunes of Indiana," an event heralded at the time as the greatest outdoor drama in American history, brought a crowd estimated at nearly 40,000 people to the Dunes. They arrived by train from downtown Chicago, in carriages, cars, and wagons, jamming the roads to Mount Tom. As a reporter described it in the Chicago Tribune, "roaming everywhere were groups of 18th century Spanish soldiers, Frenchmen and Britishers, Miami, Mohegan and Pottawattamie Indians, and nymphs of the dunes with silver gray draperies floating off behind them."

In Whiting, the Marian Theatre Guild was founded in 1928 as a troupe of players who performed in Slovak. It remains the oldest community theatre group in Northwest Indiana. December 7, 1941, is not only a pivotal date in world history, but it also marked the debut performance of the Gary Civic Symphony Orchestra, now known as the Northwest Indiana Symphony Orchestra, with 86 volunteer musicians performing under the direction of a cello teacher from Chicago, who had relocated to Gary. They opened the concert that evening with a thundering performance of "The Star Spangled Banner."

In 1936, a dedicated group of local artists organized an art exhibit in the lady's hat department of Minas Department Store in downtown Hammond. It was the first of what came to be known as the annual Salon Show of what is now known as South Shore Arts, and it's a tradition that survives here at the Center for Visual and Performing Arts in Munster to this day.

Region 1 is dominated by Chicago media; the arts in Lake, Porter and LaPorte counties are frequently overshadowed by those offered in the great metropolitan cultural center to the north. Nevertheless, there are two daily newspapers and a public broadcasting station in Northwest Indiana that provide extensive coverage of South Shore Arts programs. Increasingly larger audiences comprised of the influx of new Illinois residents moving into the area, as well as traditional area residents, seem to value the quality and diversity of South Shore Arts programs.



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Projected Community Arts Program (Continued)

You must save your work on every page. Use the "Save Work" button at the bottom of each page.

4. Describe your evaluation system of CAP activities. What outcomes will you use and how will you measure them to determine the results of these activities? Describe both your qualitative and quantitative processes/criteria.

(5,000 Character Limit - About 1 page of single-spaced text)

In the early 2000's, South Shore Arts worked with consultants from the Indiana Youth Institute to help define the intended goals of its programs. South Shore Arts' overall goals for the "everykid" program, for instance, were defined to provide arts education opportunities to as many Region 1 children and youth as possible in order to fill the void of arts education programs that had been eliminated in the public schools due to funding cuts. Over the years, the following were developed as both appropriate and achievable outcomes for participants for many of the programs:

- Discovering and encouraging hidden and latent talents
- Developing and improving skill sets and knowledge of the arts
- Helping students to connect with something (the art) or someone
- Being inspired and having something to look forward to
- Feeling pride in an accomplishment
- Learning to develop self-confidence
- Seeing a project through to completion
- Learning to work independently, as well as cooperatively
- Learning about various world cultures through the arts.

Instructors of the After-School Art Enrichment Program conducted in the East Chicago, Indiana, public elementary schools reported that students who were interested in learning attended regularly and demonstrated a sincere desire to learn more. They found the experience deeply rewarding when they witnessed in their students, both personal and artistic growth. In post-program interviews, they reported that on the whole the lessons were valuable as a tool for gauging interest and talent. They could see that the students who had talent and good learning skills drew or sang all the time, recognizing that practice makes perfect, whether they were in an art class or on a basketball court.

The instructors further reported that there are those who think they have talent but are not able to complete simple exercises without help. In this regard, the instructors said, the program was a great leveler, providing a real value to students as they explored whether or not they were interested in pursuing a particular subject, be it music, art, horseback-riding, or swimming. The more exposure students had to different activities, they said, the better.

Methods/tools/standards used to determine achievement levels of participants were developed with the Indiana Youth Institute consultants, including an assessment plan that provides formal methods and tools for future evaluations. This process includes 1) outlining program activities; 2) defining desired outcomes; 3) identifying indicators to help staff recognize if an outcome is being achieved; 4) developing ways of tracking data; and 5) establishing a timeline for gathering and assessing data. Tools were developed for program data collection, conducting interviews and focus groups with key individuals and organizations, surveying participants and program evaluation. Senior staff conducts evaluations with the assistance of the board education committee.

For "everykid" programs, the evaluation process includes participants, parents, school personnel and program instructors. A similar system is utilized for South Shore Arts' regular classes for children and adults. Information is evaluated and used to make recommendations for program improvement. Based on these responses, many improvements have been made to programs over the years. The director of education shares relevant feedback with instructors to enhance curricula and better utilize time and resources.

South Shore Arts is currently collaborating with the Legacy Foundation, Lake Area United Way, and the Foundations of East Chicago to implement KidTrax, a system being utilized by youth-service organizations to manage and measure the outcomes of the programs and services that South Shore



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Arts and other area non-profits provide. KidTrax is a comprehensive tracking system that brings together ID cards, scanning technology, data entry and reporting systems that, through new technology, promises to help track students' academic and behavioral progress that has never before been available to South Shore Arts in the evaluation of its programs.

5. Please upload the Excel spreadsheet with your projected CAP Outcomes. Use the formatted Excel spreadsheet provided at http://www.in.gov/arts/files/RAP_CAPOutcomes.xls. You will provide the actual outcomes for these projections in your grant reporting.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_ CAPOutcomes.xls) and uploaded here.)

[RAP1_CAPOutcomes.xls](#)

6. Describe key partnerships and collaborations integral to your CAP services. Describe partnerships beyond those specific to CAP.

(5,000 Character Limit - About 1 page of single-spaced text)

Partnerships are at the heart of South Shore Arts' values (Together with our partners, we define and promote the artistic identity of the South Shore) and mission (Together with our partners, we create and strengthen connections between the socially and culturally diverse communities along the South Shore through youth outreach, quality arts instruction, local, national and international exhibitions and regional arts services).

Since the inception of its "everykid" program in 1995, South Shore Arts has developed many successful partnerships and collaborations with schools and organizations. South Shore Arts is able to custom design programs by offering a variety of disciplines and themes to inspire subject matter. New partnerships and innovative programs are always being developed. The following are current program partners:

Brauer Museum of Art, Valparaiso University
City of Hammond
City of Crown Point
Crown Point Parks and Recreation Department
East Chicago Public Schools
Friends of Emerson
Geminus Corporation
Girl Scouts of Greater Chicago and Northwest Indiana
Hammond YMCA
Lake County Boys & Girls Club
Lighthouse Charter Academies
Mental Health Association
Munster Parks and Recreation Department
Northwest Family Services
Northwest Indiana Symphony Orchestra
Porter County Boys & Girls Clubs
Hammond Department of Planning and Development
Partners in Education, Hammond
Ridgewood Arts Foundation
Saint Catherine of Sienna, Hammond
School City of Gary
School City of Hammond
School City of Hanover Township
Twin City Education Foundation, East Chicago
Towle Theater

A Historic Collaboration

For the past years three years, South Shore Arts and its partners have conducted a region-wide arts and literacy program that is a unique collaboration among arts organizations. Making Memories – A



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Family Enrichment Program is an ambitious undertaking conducted in libraries throughout Lake and Porter counties, including Gary, Hammond and East Chicago. The program brings families together through reading and the arts: bookmaking, writing, music, visual art and drama, all made possible through the talented artistic personnel of Books, Brushes and Bands for Education, South Shore Chamber Orchestra and the Towle Theater. Children's book illustrator Patrick Girard also contributes to the program.

From its outset, the program sets the stage for participants to be working on the creation of a family journal or album, preserving for later reflection participants' lives and what is special about each one through writings of the various family members. At the same time, participants are given access to the larger world of artistic opportunities beyond their own everyday experience. A total of five books are featured in the program, a copy of which each family receives at no cost. In the spirit of bringing families closer together, free box lunches are provided at each session. Spanish language translators are provided as needed.

REGIONAL VISION

Beyond its Community Arts Programs, South Shore Arts plays a vital role on a regional level, providing a voice for the arts wherever community leaders are convened. As the unofficially designated "Keeper" of the region's brand, South Shore Arts has led the way towards developing a more positive image inspired by the popular South Shore Railroad posters of the 1920s and the natural beauty of the Indiana dunes. South Shore Arts seeks to re-brand Northwest Indiana as part of a greater South Shore metropolitan area that would replace the rustbelt images of aging urban centers, suburban sprawl and highways clogged with unending construction traffic.

Northwest Indiana arts venues play a vital role for many of Chicagoland's emerging and established artists, who value the opportunity to exhibit or perform here. The region's proximity to Chicago also allows Northwest Indiana artists and arts personnel to develop vital networks with and as arts professionals in the greater metropolitan area. Young artists who can no longer afford to live in Chicago are looking south to Indiana as their next home. In the meantime, an enormous influx of former Illinois residents are moving in everywhere, both as primary and second home owners, raising the bar on what it means to be cultural and interesting. They are playing a key role, especially along the lakefront, in developing excitement in the arts.

Every South Shore Arts management level employee has been through the Leadership Northwest Indiana program, a year-long experience that introduces current and emerging leaders from the business community, government entities, non-profit organizations and social services agencies to issues and concerns that affect Northwest Indiana while celebrating its wealth of resources and assets. The program avails participants of a huge cross-section of connections that opens up the potential for future opportunities of all kinds for South Shore Arts.

7. Please upload the Excel spreadsheet with your Community Arts Activities. Use the formatted Excel spreadsheet provided at http://www.in.gov/arts/files/RAP_CAPActivities.xls.

(The formatted Excel spreadsheet must be completed and saved with your regional number in the title (e.g. RAP1_ CAPActivities.xls) and uploaded here.)

[RAP1_CAPActivities\(2\).xls](#)



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Required Documentation

You must save your work on every page. Use the "Save Work" button at the bottom of each page. Please upload the following materials. You are welcome to come to the IAC office if you need to use our office equipment to turn your paperwork into electronic documentation. If you need to submit documentation by mail rather than electronically, you must receive approval from Michelle Anderson (mianderson@iac.in.gov or 317-232-1286). All upload fields are required, so documents being mailed must be replaced by a document stating a "physical" copy is being mailed. Please remember that all documentation - whether submitted online or mailed - is due by the application deadline date.

1. Upload your independent financial audit from the most recent fiscal year.

[South Shore Arts 2008 Audit Report.pdf](#)

2. Articles of Nonprofit Incorporation (as applicable).

(If you are a public entity and do not have Articles of Nonprofit Incorporation, upload your legislative mandate or a document stating this section is not applicable)

[ARTICLES OF INCORPORATION.pdf](#)

3. IRS tax-exempt status letter

[IRS Letters.pdf](#)

4. Current strategic or long-range plan

[Longrange plan.doc](#)

5. Unaudited year-to-date financial statement for most recently completed month

[January 2009.xls](#)

6. Job Descriptions of key management staff

[jobdx.doc](#)

7. Organizational by-laws

(Should include board recruitment, nomination, and rotation policies)

[By-Laws 7.06.doc](#)

8. If not included as part of the by-laws, upload all board recruitment, nomination, and rotation policies.

[Nomination Process.doc](#)

9. Updated or new regional needs assessment and service plan

[CULTURAL PLAN.doc](#)

10. RAC Roles and Responsibilities, Rotation Policy, and Conflict of Interest Policy

(Please combine all documents into one file for upload)



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[RAC policies.doc](#)

11. Grantee guidelines and blank grantee application and reporting forms

[FY10 Grant Guidelines.pdf](#)

12. Samples of grantee contracts and notification materials

[FY10 Grant Reporting Forms .doc](#)

13. Non-arts focused Partners must submit their arts granting policy statement.

(Region 2 Only)
No File Uploaded



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Accessibility Statement

1. By selecting "Yes", the applicant assures that all arts programs, services, and activities made possible with Indiana Arts Commission funding and all facilities in which such programs, services, and activities are held (whether owned, leased, or donated to the Applicant) will be accessible to people with special needs, in accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 or will provide readily achievable reasonable accommodation as warranted.

Yes

2. Applicant assures that this warranty is based on (Check all that apply):

Applicant self-assessment

If you selected "Other", please specify:

If you selected "Independent accessibility assessment" or "Applicant self-assessment", provide the name and title of the individual who completed the warranty.

John Cain, Executive Director

Date completed:

(Format MM/DD/YYYY)

03/20/09

3. By selecting "Yes", the applicant assures that materials supporting the above statements are maintained on file and are available for review:

Yes



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Economic Climate

You must save your work on every page. Use the "Save Work" button at the bottom of each page.

Optional Question: Describe how the current economic climate has impacted your organization.

(10,000 Character Limit - About 2 pages of single-spaced text)

Both the Symphony and South Shore Arts boards have voted to continue operating under the management agreement into its second year with the ultimate goal of merging the two organizations. Like the Symphony, South Shore Arts has a history of decades of support from throughout the community. However, significant changes are affecting South Shore Arts' ability to maintain some of its programs.

An extensive After-School Art Enrichment program, representing \$72,000 in fee-for-service income, was conducted in the East Chicago elementary schools since 2001. The program was discontinued this year when the Foundations of East Chicago, which funded it, were forced to discontinue the bulk of their grants program. For the past three years, the Foundations have been embroiled in litigation with the City of East Chicago over their authority to receive and distribute casino gaming revenues. The City alleges that the Foundations were not legitimately organized, and the Foundations lost the suit, which is now being appealed. Funding is being held in escrow until such a time as the rightful owner of the funds is determined. In the meantime, South Shore Arts continues to cooperate with the Foundations as they seek new ways to benefit the community by formulating new priorities.

While South Shore Arts operations have been conducted more or less on a break-even basis most years, the margin by which it has continued to operate in the black has varied to the extent that infusions of new money came into its endowment funds. Combined, these funds equaled over a million dollars in the spring of 2008 but have, of course, experienced downward pressure in the months since. The FY2008 audit shows a deficit of \$96,795, as opposed to a surplus of \$256,456 in FY2007. Most of the variance is attributable to 1) losses in investments and 2) no new money coming into endowed funds. South Shore Arts is now taking only minimal distributions from these funds, and prizes and scholarships associated with the annual Tri-County High School show will be reduced this year in order to preserve the funds that provide for them.

In light of these uncertainties, the board has established a task force to examine areas for potential savings; however, by sharing many staff positions with the Symphony, salaries and benefits can be spread across both organizations' operating budgets.

Although it was operating without an executive or development director, the Symphony raised over \$1.3 million for its operations in the fiscal year ended on June 30, 2008, breaking even for the first time in nearly a decade. However, by March of 2008, a cycle of persistent debt carried over from one fiscal year to the next had created a burden on cash flow that was about to result in the organization's collapse. The management relationship between the Symphony and South Shore Arts was entered into after careful consideration by both organizations' boards and staffs, working with Chicago-based arts consultants Joanne Bernstein and Michael Godnick, who recognized that the agreement between and eventual merger of these two established organizations, although groundbreaking, could result in a sensible, creative template for many orchestras and arts organizations in North America.

Through initial efforts at consolidation and cost reduction, the Symphony's FY2008-2009 budget was reduced by \$200,000 from the previous year's budget. A number of measures were taken. These include:

- Dropping one pops concert from the current season;
- Utilizing in-house guest artists from the orchestra's roster of musicians;
- Programming works that require smaller orchestras (this, of course, has a negative impact on the musicians, who seek other opportunities for employment, thus affecting their availability and ultimately the quality of the orchestra as "subs" are not always able to play at the same level);
- Negotiating a smaller number of guaranteed services for musicians in order to create greater flexibility in the Symphony's programming.



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Many of these same cost cutting measures will continue to be taken for FY2009-2010, along with a single health care plan for both organizations that will result in future cost savings of \$8,000. In the meantime, the reserve funds that have been set aside for South Shore Arts' management of the Symphony have remained untouched.



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Application Checklist & Signature

Please review your application for accuracy before you submit. Be sure you have followed the instructions at the top of every page before finalizing your application as you will not be able to edit your application once it has been submitted. Your application is not submitted until you click the submit button on the Submit Application Page. You will receive a confirmation email if your electronic submission has been successful. If you do not receive this email, your application has NOT been submitted. Contact the grants manager at 317-232-1278 or grantsadmin@iac.in.gov if you have questions regarding your submission.

Only submit the electronic copy of your application. A mailed "physical" copy of the application is no longer required. Print the PDF copy of your application for your records. A PDF version of the application will always be available to you through the IAC's Online Grants System.

Please provide an electronic signature certifying that you have read the guidelines incorporated herein by reference and will comply with the guidelines, including all embedded links, policies, application requirements and federal and state statutes prohibiting discrimination or physical or mental disability.

(To provide an electronic signature, type your name in the box.)
John Cain