



Museums for America

Sample Application MA-249922-OMS-21
Project Category: Lifelong Learning

Yerba Buena Center for the Arts

Amount awarded by IMLS:	\$250,000
Amount of cost share:	\$923,459

The project description can be viewed in the IMLS Awarded Grants Search:
<https://www.imls.gov/grants/awarded/ma-249922-oms-21>

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion

When preparing an application for the next deadline, be sure to follow the instructions in the current Notice of Funding Opportunity for the grant program and project category to which you are applying.



Proposal Snapshot:

YBCA Neighborhood Commissions is a new program that celebrates neighborhoods throughout our city, amplifying their cultural vibrancy through live and online experiences. Each commission provides inclusive learning and experiential opportunities designed to foster activated participation, engaging communities in problem-solving for their own neighborhoods through:

- An immersive design process with residents and cross-sector neighborhood thought partners
- Incubation of community-driven creative projects installed in virtual and public spaces
- Activated engagement and stewardship of new neighborhood installations

1. PROJECT JUSTIFICATION

The Proposed Project. YBCA seeks support for the *YBCA Neighborhood Commissions*, a new model for community participation designed to provide engagement and learning opportunities for diverse community members of all ages and across geographies. At a time of extreme disconnection caused by COVID-19, our vision is to support the creation of community-designed art installations in community settings where everyone participating can safely connect and collaborate with others in their neighborhoods, while directing the future of their community’s underutilized public space. Through a series of community workshops and design charrettes with residents, participants will guide the creative process, exploring community history, neighborhood assets of value, and pressing neighborhood concerns, resulting in immersive installations in public space that resonate with residents and contributes to community health and wellbeing. The *Neighborhood Commissions* process will be carefully designed with COVID safety measures in mind, and led by talented local artists and designers connected to the neighborhoods where we are working, with a focus on Black, Indigenous, and people of color (BIPOC) artists whose practice is centered on driving community regeneration. With the *Neighborhood Commissions* we will shift the role artists, art, and cultural institutions play in public life. These public space activations created with, by and for community will be reflective of community identity, speaking to residents’ needs, hopes and dreams, and also serving as artful hubs where residents can safely gather, engage, and connect, continuously learning from one another and from the process.

With this IMLS grant YBCA will advance its *Neighborhood Commissions* project into its next phase, having piloted the idea in March 2020 – August 2021, beginning at the start of the COVID health crisis to address the extreme social isolation so many were experiencing. By necessity, the *Neighborhood Commissions* began in virtual space, leading to the October 2020 inaugural commission *City is Alive*, a powerful collaboration in San Francisco’s Bayview-Hunters Point led by YBCA artists-in-residence SF Urban Film Fest (SFUFF) and Bayview-based partner organizations Imprint City and Young Community Developers. A digital and in-person celebration of the neighborhood’s everyday heroes who have fought for resources and have brought joy to the Bayview, *City Is Alive* featured projections of live musical performances and community stories around the neighborhood’s signature murals, all viewable from the comfort of home through a robust and interactive digital presentation. Even as we begin cautiously and safely moving back into outdoor programming as the pandemic continues, future *Neighborhood Commissions* will be a combination of both virtual and physical offerings, as the benefits of online programming have emerged as an essential part of our post-pandemic “new normal.”

During the two-year IMLS grant period, we will refine the *Neighborhood Commissions* into a strong experiential learning and engagement model for cultural institutions, one which leads to fostering actively engaged community members, ensuring those participating have the resources and tools they need to develop creative public installations that benefit their neighborhoods. At the heart of this initiative is a focus on equity, prioritizing the participation of those living in three historically marginalized regions in San Francisco, including: 1) the Tenderloin and South of Market (SoMa); 2) Mission and Excelsior; and 3) Bayview-Hunters Point and South San Francisco, each described in more detail later in this proposal.

We have a long history of collaborating with communities to create large-scale art installations in public space, but recently, with the pandemic, we felt the need for significant evolutions in how we, as an art center, are working with and for the diverse communities in our home city of San Francisco and across the Bay Area. We began asking ourselves how a cultural institution can play an essential role in supporting diverse communities in creating installations and programming that supports public life. How can we transform outdoor spaces into welcoming, accessible, and inviting spaces for inclusive community participation and connection? And how, through arts-driven community participation and creative placemaking, can YBCA make a meaningful contribution to the health and wellbeing of our city?

The Neighborhood Commissions: An Idea Emerging from Past Iterations

The idea for *YBCA Neighborhood Commissions* emerged in the spring of 2020, when the pandemic hit and necessitated we shut down our physical space along with the rest of San Francisco's cultural institutions. As we began transitioning to a virtual program, we simultaneously explored how to support our local communities through this difficult time by safely designing outdoor programming, where following social distancing and air flow guidelines were both possible. The resulting design for the *Neighborhood Commissions* supports communities in determining their own future, and supports the pivotal role that artists play in creative placemaking, community regeneration, and impacting community wellbeing.

YBCA has a history of organizing community-driven installations in public space, working with neighborhoods to develop projects like:

- ***We Walk Here, 2015.*** A collaboration with students at Bessie Carmichael Elementary School to create a series of posters as part of a partnership with **Safe Passage**, in response to SoMa and the Tenderloin having one of the highest concentrations of children in San Francisco and some of the most dangerous pedestrian intersections. The posters alert neighbors to be mindful of children walking those streets and help guide students to and from school.
- ***Swallowtail, 2016.*** A Think Tank of 15 community-based organizations in San Francisco's Central Market region created a prototype design based on their intimate knowledge of the area's physical, social and cultural landscape. The prototype, inspired by the Swallowtail butterfly, is an allegory for how we must honor and respect the history, people and organizations of Central Market. The prototype incorporated storytelling and wayfinding, while providing a serene, inward-focused experience amidst the hustle and bustle of Market Street.
- ***DREAM, 2017.*** A commissioned public art installation by artist Ana Teresa Fernández, "DREAM," a ten feet tall shimmering sculpture, is situated on Bernal Hill in San Francisco's Excelsior and can be seen by commuters as they enter and leave San Francisco. Inspired by the life of Mike "Dream" Francisco, a graffiti writer and peace fighter who was killed in 2000, Fernández's sculpture is a sign to compel individuals to pursue their dreams. YBCA carried that inspiration into Martin Luther King Jr. Academic Middle School, which is less than a mile from Fernández's sculpture, and where YBCA has been in residence since 2015.

These are three examples of many YBCA-commissioned, community-driven public art projects over recent years, all of which fed into our *Neighborhood Commissions* concept. In each case, the new public artwork is more than an installation—which in itself significantly contributes to community vibrancy—but also serves as an experiential process and programming space that engages local residents over time through its interactive design and through ongoing community-driven engagement events. With *Swallowtail* for example, installed on the sidewalk along a busy city street, the installation was continuously programmed with performances, art-making activities and more, offering a haven of inspiration, energy and participation along a bustling corridor.

The design of the *YBCA Neighborhood Commissions* is also deeply rooted in YBCA's *Market Street Prototyping Festival*, a three-year partnership beginning in 2014 with the San Francisco Planning Department to test 100 innovative community-driven sidewalk activations prototyped to energize Market Street, our city's main thoroughfare. Through this work with the city, YBCA has become a leader in open call prototyping, with YBCA's CEO Deborah Cullinan consulting with other cities across the globe, from Saint Paul, Minnesota to Perth, Australia, as they adapt the festival concepts to their own specific contexts. Through this intensive work to produce festival installations, each experienced by hundreds of thousands, we have learned how to:

- Build extensive neighborhood cross-sector coalitions that bring together arts organizations and artists, community-based nonprofits, for-profit businesses, academia, charitable foundations, civic institutions, and diverse community leaders to work in collaboration toward shared goals
- Organize an inclusive ideation process that invites and spurs the creativity of our community

- Incubate creative projects in ways that lead to meaningful, immersive and engaging installations in public space

All three of these key skillsets developed through our *Market Street Prototyping Festival* experiences will be applied to our *YBCA Neighborhood Commissions* work, building on these learnings and bringing the spirit and tremendous energy of these festivals into our nearby neighborhoods. The *Neighborhood Commissions* will be grounded in deep collaboration with neighborhood thought partners from across sector, rooted in a culture of invitation for creative ideas from our community, and programmed following the festival model of immersive installations that creatively activate public space.

YBCA has also drawn knowledge from its participation in the national Well Being Alliance, a collaboration with 26 leading organizations working to address the seven vital indicators of health. As the only cultural institution on the Well Being Alliance, YBCA is on the frontlines of national research on the direct impact artists and cultural organizations have on four vital indicators of overall community health and wellbeing: Social Cohesion and Belonging; Community Safety; Civic Engagement; and Strength of Community Identity. YBCA seeks to utilize these findings in developing a theory of change for the *YBCA Neighborhood Conditions* model and establishing metrics and benchmarks to evaluate our programming, with the aim of building a platform to illustrate the profound, yet often overlooked, impact of artists on communities.

The next phase of the *YBCA Neighborhood Commissions* will launch with the start of this IMLS grant period (following its March 2020 – August 2021 pilot), in continued partnership with our pilot collaborators, including:

- A growing network of neighborhood-based cross-sector partners and artists rooted in the three regions on which we are focusing;
- The San Francisco Unified School District, Youth Art Exchange, and California Lawyers for the Arts' Spotlight on the Arts, all working with us to build extensive youth participation from across San Francisco;
- Lauren Ruffin of Crux, a cooperative of Black artists working at the intersection of storytelling and immersive technology, will ensure we create accessible and cutting-edge programs in virtual space;
- Tyler Norris, Chief Executive of the Well Being Trust, who will keep our work centered on the vital conditions of health; and
- Jill Sonke, Director of the Center for Arts in Medicine at the University of Florida, our evaluation partner with whom we are working to develop an evidence-based methodology to illustrate outcomes when we deploy artists and empower communities to determine their own future.

Need, Problem, or Challenge Addressed. As a whole, our nation's cultural sector is facing a crisis of inclusion and access. In particular, the art museum field is confronting a history of profound inequity brought into sharp relief by several recent studies, revealing just how inaccessible museums are for our country's increasingly diverse and multicultural population. These findings are coupled with decreasing attendance at museums and a growing demographic of younger audiences who are moving away from traditional museum experiences in favor of new modes of cultural participation that cross over into other realms, including life and experiential-based engagement models. Viewed within the context of a broader and growing awareness of our country's systemic racism and the shifting expectations of the cultural sector's role in movement building and advancing racial equity, YBCA believes this is an unprecedented and imperative opportunity for museums to foster solutions. YBCA seeks to empower artists and residents to help reimagine the "new normal" of social and economic justice and wellbeing for our most vulnerable communities confronting issues such as extreme displacement, safety and economic insecurity, health risks, health care inequity, and a region wide housing crisis, which have been amplified by COVID-19. YBCA's *Neighborhood Commissions* were designed to highlight the powerful role of artists, particularly BIPOC artists, who as world-builders and changemakers can lead the way through socially engaged art and creative placemaking, convening and inspiring community residents of all ages from across our city who can and should lead the way in affecting change in their own neighborhoods.

Who Will Benefit. Through our pilot work to date, the *YBCA Neighborhood Commissions* concept has been created with, by, and for our local communities with valuable input from our growing networks of neighborhood thought partners, expert advisors, and commissioned artists. YBCA has a history of working in each of the neighborhoods described below, beginning these relationships through years spent deploying arts curricula in schools for young people of all ages. Beginning by engaging youth, we then build expansive community participation through youth leadership. Folding this philosophy into our *YBCA Neighborhood Commissions*, we are continuing deep collaboration with the San Francisco Unified School District (K-12), Youth Art Exchange (focus on high school-aged youth), and California Lawyers for the Arts' Spotlight

on the Arts (workforce development program for high schoolers)—each being connected to thousands of young people across San Francisco—to substantially amplify the number of youth participating in our IMLS project. We will build from these core partnerships to engage residents of all ages, partnering with senior centers, libraries, social service organizations, community gardens, neighborhood corner stores, city agencies and more.

Diverse San Franciscans and Bay Area residents across all generations will benefit from the activated virtual spaces and physical installations we are envisioning; however, we will design *Neighborhood Commissions* to engage residents in three San Francisco regions, all of which are too often marginalized from community decision-making that affects themselves, their families and their neighbors, including:

Region 1	<p>South of Market (SoMa) – 31,400 residents:</p> <ul style="list-style-type: none"> • Home to 5K+ Filipinos, with Filipino Heritage District ‘SoMa Pilipinas’ established in 2016 • 34% foreign born residents • 16% households with linguistic isolation • 23% in poverty <p>Tenderloin – 29,000 residents:</p> <ul style="list-style-type: none"> • Median family income is \$27,500 • 25% households with linguistic isolation • Home to largest homeless and marginally housed population • 47% unemployed or ‘not in labor force’ • Highest violence and drug activity rates in San Francisco <p>Neighborhood Thought Partners: SOMA Pilipinas, Tenderloin Community Benefit District, Tenderloin People’s Garden, Hospitality House, La Cocina, CUESA (Center for Urban Education about Sustainable Agriculture), Walk SF, Bessie Carmichael Elementary and Middle Schools, 826 Valencia, Precita Eyes Muralists</p>
Region 2	<p>Excelsior – 33,000 residents:</p> <ul style="list-style-type: none"> • Highest concentration of foreign-born residents in all of San Francisco (51%) • 49% Asian/Pacific Islander, 32% Latinx • 19% of households in linguistic isolation <p>Mission District – 45,000 residents:</p> <ul style="list-style-type: none"> • Known as the epicenter of San Francisco’s Latinx community (42% Latinx) • 36% foreign born residents • Experiencing extreme gentrification <p>Neighborhood Thought Partners: Martin Luther King Jr. Academic Middle School, Mission High School, Mission Graduates, Boys & Girls Club of San Francisco: Columbia Park Clubhouse, and more TBD</p>
Region 3	<p>Bayview-Hunters Point / South San Francisco – 34,000 residents:</p> <ul style="list-style-type: none"> • Known as San Francisco’s most isolated neighborhood • Struggling with a history of environmental contamination • Highest percentage of African American’s in San Francisco; home to 22% of the city’s Black population • Percentage of African Americans in the Bayview declined from 48% in 2000 to 34% in 2010 • Identified as one of five Bay Area “extreme poverty neighborhoods”; 40% of residents living in poverty <p>Neighborhood Thought Partners: College Hill Learning Garden, Young Community Developers, Bayview Hunters Point YMCA, Portola Branch Library, Bayview Linda Brooks-Burton Branch Library, BAYCAT, San Francisco Public Defender’s BMAGIC, Bayview Opera House, Dr. George W. Davis Senior Center,</p>

Advancing YBCA’s Strategic Plan. YBCA’s mission, to “generate culture that moves people,” stems from a belief that culture is an essential catalyst for change. Therefore, it is the responsibility of arts institutions to spur and support societal movement. Our strategic plan goals, updated through a major institutional reorganization in response to COVID, are rooted in a philosophy that equitable change depends upon systems and inquiry that are community-driven. Often overlooked and ignored, we believe the voices of diverse residents need to be amplified, and cultural institutions like YBCA need to be incubators for creative action. We consider the *YBCA Neighborhood Commissions* to be a critical, essential initiative for YBCA in this urgent moment of pandemic relief and recovery. We are dedicated to piloting, strengthening, and refining this work so it can reach its full potential as a model for the field.

Addressing MFA Program Goals. The *YBCA Neighborhood Commissions* strengthen our ability to offer transformative learning experiences for community members of all ages, backgrounds, and perspectives, with a diverse group of Bay Area artists, young people, expert advisors, and neighborhood thought partners leading the way. This project significantly strengthens YBCA’s capacity to foster engaged participation, setting the stage for invested, authentic collaborations

between artists, partners across sectors, and community members. As a result of IMLS support, YBCA will catalyze widespread community participation in creating meaningful public art installations that respond to immediate needs.

2. PROJECT WORK PLAN

Activities and their Sequence. The two-year work plan for the IMLS grant period, developed through ongoing knowledge-building (see Bibliography of References), consultation with partners and expert advisors, ongoing community feedback loops for YBCA programming, as well as learnings from in-depth evaluation of our own engagement initiatives, includes:

- Activity 1. Goal Setting & Evaluation:** Developing a comprehensive evaluation plan in consultation with University of Florida's Center for Arts in Medicine and Well Being Alliance, adapting a jointly developed core outcomes framework for artists' impacts on community health and wellbeing to the *YBCA Neighborhood Commissions*.
- Activity 2. Market & Document:** Develop a marketing and documentation plan for the IMLS grant period in consultation with our advisors and neighborhood thought partners.
- Activity 3. Ideate:** Convene neighborhood specific partners' constituents for a series of two to four conversations and workshops per neighborhood in community settings to create content and imagine design. Designers, architects, and artists, all selected in consultation with neighborhood partners, participate in community workshops to listen and understand community needs.
- Activity 4. Design:** Designers, architects, and artists work on their designs; hold community design charrettes with partners and neighborhood residents to collect feedback; and refine their designs based on input received. Concurrently, Crux collaborates with artists and designers to creatively bring designs and content into virtual space.
- Activity 5. Build & Install:** Final designs are fabricated and installed in public space.
- Activity 6. Deliver & Engage:** Yearlong engagement and activation of *Neighborhood Commissions* through workshops, performances, civic action, and more, plus online engagement.
- Activity 7. Reevaluate & Pivot:** IMLS project team meets regularly throughout the two years to review ongoing evaluation data, community input, and resulting learnings. Discussion of project plan adjustments required to improve project process occurs on a regular cycle, during and after each activity step.

Project's Maturity Level. While the *YBCA Neighborhood Commissions* is a brand new endeavor for YBCA, by the time IMLS awards are made we will have implemented the pilot phase of this project. With IMLS support we will bring the *Neighborhood Commissions* into its next phase, refining the concept based on our extensive learnings during the pilot, scaling the project so we are incubating commissions in three San Francisco regions, and more deeply integrating this work into our organization.

Project Risks. The *YBCA Neighborhood Commissions* framework is an opportunity to inject community participation, voice, and energy into public and virtual space during and following the pandemic. Through past civic engagement initiatives, YBCA has built strong enthusiasm and buy-in for this work among our Board and staff, while also building relationships with partners and stakeholders who will be instrumental to our success. Over the course of the IMLS grant timeframe, we will troubleshoot continually, through evaluation and collaboration reorienting toward the goals we are defining together. We have a talented project team to carry out this work, and we will regularly monitor staffing capacity to ensure we can complete our work plan as envisioned. Throughout, we will rigorously monitor safety, ensuring we proceed following the most recent guidance from public health officials related to COVID, always prepared to shift tactics as the pandemic evolves. Importantly, we will need to ensure the *Neighborhood Commissions* are truly neighborhood-driven, taking the time required to create safe space, listen to needs, and lay the long-term groundwork for genuine community participation. As we learn, we will be adaptive and pivot regularly to better support the imagination and possibility of our residents.

Time, Personnel, and Financial Resources. We are confident the selected project team consisting of staff across departments has the experience, qualifications, and available time needed to implement this work effectively. The *YBCA Neighborhood Commissions* benefits from the oversight of YBCA's CEO Deborah Cullinan, Chief of Program Meiklit Hadero, Chief of Strategy and Revenue Penelope Douglas, and Chief Producer Jonathan Moscone—all respected leaders in the arts with substantial experience supporting transformative community-driven artistic work. Rebecka Rodriguez, YBCA's Civic Engagement Manager, will serve as the IMLS Project Director in close collaboration with Sarah Cathers, YBCA's Director of Public Life. Their respective teams will provide the capacity needed for implementation. Jason Zimmerman, Facilities Director, serves as YBCA's safety expert and will be charged with providing leadership in addressing COVID safety

concerns. In addition, our project partners—including the University of Florida’s Center for Art in Medicine, Well Being Alliance, the SFUSD, Youth Art Exchange, California Lawyers’ for the Arts’ Spotlight on the Arts, Crux, and our developing network of neighborhood-specific thought partners—will all contribute significant resource, staff time, and expertise to our work together. Evaluation will be spearheaded by YBCA’s Data Insights Manager, Lauren Frankel. And, rounding out the project team, Valerie Brown, YBCA’s Chief of Marketing, will lead the marketing and communications plan, while Chris Safford, YBCA’s Finance Director, will manage the project finances.

The cost share for this IMLS grant will come from a variety of sources, including other grant requests to foundations, contributed revenue from individuals, and once it is safe again to resume following the pandemic, YBCA’s earned income from facility rentals to clients in the for-profit creative community, who bring new ideas and new people through our doors. As we lead up to the pre-IMLS pilot phase, YBCA’s Development team will focus on fundraising for this work. We are in early conversations with a variety of potential funding partners like the William and Flora Hewlett Foundation, Mellon Foundation, Bloomberg Philanthropies, and the Bernard Osher Foundation, who are dedicated to ensuring both artists and community members are supported in leading the change we urgently need.

Tracking Progress toward Intended Results. YBCA’s Data Insights Manager, in partnership with the IMLS project team and the University of Florida’s Center for Art in Medicine, will guide us in thoroughly assessing effectiveness and impact for the *YBCA Neighborhood Commissions* and its performance measurements (as described in the Project Results section). Our evaluation plan developed at the start of the grant period in collaboration with community thought partners, advisors and participating artists will include a range of strategies, from participant surveys to focus groups. With Google analytics, we will measure online participation. With the University of Florida’s Center for Art in Medicine, we will develop a framework for evaluating artist impact on the vital conditions of community health and wellbeing. And we will adapt two evaluation tools used for the *Market Street Prototyping Festival* to assess the impact of our *Neighborhood Commissions* installations in public space, including:

- A **Prototype Evaluation Scorecard** (shared in our Supporting Documents) designed to assess prototypes based on seven key factors: Design & Ideation; Social Impact; Policy & Systems; Happiness, Comfort & Wellbeing; Longevity; Mixing Space; and Execution
- The **San Francisco Planning Department’s Public Space/Public Life Study methodology**—a process of careful and systematic observation of space use by participants

With contracted photographers and videographers we will record *YBCA Neighborhood Commissions*-related activities, capturing key project moments that together provide extensive evaluative data for review. Through regular in-depth assessment meetings with the cross-departmental IMLS project team, and learnings gleaned from our evaluations, we will regularly strengthen the program, course-correct as needed, and plot a course for sharing our learnings with the field.

Sharing Project Results. The *YBCA Neighborhood Commissions* are designed to share our process, results, and learnings with residents living in participating neighborhoods throughout, with key moments for this sharing occurring during community workshops, design charrettes, and engagement events. We will also implement a communications plan in which we regularly share information online through our website and through emails sent to our constituents, ensuring we keep all residents and stakeholders well informed.

In addition, we will disseminate our project results and learnings to the field in innovative and broad ways, regularly sharing the *YBCA Neighborhood Commissions* initiative with museum colleagues through presentations, workshops, and networking at conferences and convenings, regionally and nationally. Through our participation in several prestigious grantee cohorts, like The James Irvine Foundation’s New California Arts Fund, we will regularly and broadly share our learnings and results with our colleagues at other institutions. We are also committed to consulting and advising for those interested in testing civic engagement initiatives in their own cities. While we are building a sustainable model in the context of an arts center, we will share our findings broadly, helping colleagues at cultural institutions of all kinds to integrate the knowledge honed through this grant and adapt the framework to their own specific needs.

3. PROJECT RESULTS

Collecting and Reporting Data for Performance Measure Statements. Integral to our evaluation plan, we will assess the IMLS MFA performance measurement statements under Lifelong Learning, collecting and reporting on relevant quantitative and qualitative data so we can effectively demonstrate impact around this goal. Our data collection and reporting will include IMLS’s required questions for Lifelong Learning, on a scale of strongly agree to strongly disagree.

Project's Intended Results. The specific, measurable outcomes we evaluate over the two-year period will be decided upon as we conduct an in-depth review of the project pilot and develop a comprehensive evaluation plan at the start of the grant period; however, from initial conversations with our project team, community participants, partners, advisors, and other stakeholders, we believe measurable outcomes tied to these central project goals would be of value.

Through the *YBCA Neighborhood Commissions* we will:

- Revolutionize the process of community-driven public art and a cultural institution's role within that work
- Develop an expansive network of young people to influence and lead the *Neighborhood Commissions*
- Find meaningful ways for neighborhood residents of all ages to participate safely following the pandemic
- Establish a strong coalition of cross-sector partners working together to incubate *YBCA Neighborhood Commissions*, collaboratively creating vital places that catalyze community participation and inspiration
- With Crux, build the capacity of YBCA's staff to create cutting-edge digital complements to installations in physical space
- With the University of Florida Center for Art in Medicine, test a new, groundbreaking evidence-based methodology for illustrating the impact of artists on the vital conditions of health and wellbeing
- Continue to take a hard look at ongoing and new research in Diversity, Equity, Inclusion, and Access, ensuring we build a deep ongoing DEIA commitment into the *YBCA Neighborhood Commissions*
- Share the *Neighborhood Commissions* model widely with the field, providing consultation for other institutions interested in adapting the *YBCA Neighborhood Commissions* to their own specific contexts

Changing the Intended Audience's Knowledge, Skills, Behaviors, and Attitudes. For almost 27 years, YBCA has presented inspirational multidisciplinary art in its galleries, on its stages, and in its screening room, but the question we have been asking ourselves is how to skillfully apply our creative resources to pressing community issues in today's unique context. Even before the pandemic, in our home city of San Francisco we were experiencing the 2nd-highest and fastest-growing income disparity in the nation, leading to a housing crisis, homelessness, and significant impacts to community health and wellbeing. All of this has been amplified by the ongoing public health crisis. Through the *YBCA Neighborhood Commissions* we are identifying new ways to build activated community participation in the decisions that affect their neighborhoods, working with residents to find and enact solutions. By merging the dynamic power of art and creativity with community participation, engagement and placemaking, we are catalyzing participation in public life and shifting knowledge, attitudes, behaviors, and beliefs around what is possible through community engagement. Through the *YBCA Neighborhood Commissions*, residents of all generations, socioeconomic backgrounds, and perspectives are given the tools they need to influence and shape the public spaces that affect their daily lives. In this work, community members are empowered to play an active role in the design process, influencing the opportunities to engage, participate, and collectively problem-solve in their neighborhoods.

Tangible Products. At the end of the two years, products will include a final evaluation report; professionally produced videos created from project documentation; and a refined program model, serving as a tool for other cultural institutions wanting to implement the *Neighborhood Commissions* in their own specific contexts.

Sustaining Project Benefits. While continuing our relationships with current foundation partners, we will also seek new funding partners throughout the grant period, particularly with foundations and individual donors who care deeply about community-driven change post-COVID. IMLS support for establishing this new approach to public art will be critical; however, once the two-year grant period concludes, we believe we can attract additional contributed revenue from individual donors and grantmakers to sustain this initiative in the long term, offering a strong model that leads the way to new knowledge, insights, momentum, and possibilities around the role a museum can play in igniting community-driven creative placemaking through the arts.



Yerba Buena Center for the Arts
 IMLS Museums for America: *YBCA Neighborhood Commissions*
 Schedule of Completion – Page 1 of 1

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Before the Grant Period Begins, September 2020 - August 2021												
Relationship building with artists, neighborhood thought partners, advisors, and residents	[Solid black bar]											
IMLS MFA Year 1, September 2021 - August 2022												
Goal setting and evaluation planning with partners, advisors and artists	[Solid black bar]	[Solid black bar]										
Continue to build an extensive network of community participation in each region	[Solid black bar]											
Develop and implement marketing and documentation plan	[Solid black bar]	[Solid black bar]										
Artist selection in consultation with neighborhood thought partners	[Solid black bar]	[Solid black bar]										
Ideate through community workshop series in: Region 1			[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]					
Region 2					[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]			
Region 3							[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	
Iterate design through a series of design charrettes in: Region 1						[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]			
Region 2								[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	
Region 3										[Solid black bar]	[Solid black bar]	[Solid black bar]
Quarterly assessment and course correction based on ongoing evaluation			[Solid black bar]			[Solid black bar]			[Solid black bar]			[Solid black bar]
In depth assessment of Year 1												[Solid black bar]
IMLS MFA Year 2, September 2022 - August 2023												
Iterate design through a series of design charrettes in: Region 3	[Solid black bar]											
Build and install the three Neighborhood Commissions	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]								
Monthly live and virtual engagement programs planned for the Neighborhood Commission			[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]	[Solid black bar]
Quarterly Assessment and course correction with YBCA 100 Vision Project Team			[Solid black bar]			[Solid black bar]			[Solid black bar]			[Solid black bar]
In depth assessment and Year 2 report												[Solid black bar]