



Regional Cultural Strategy
December 2010

Acknowledgements

The Arts & Cultural Council for Greater Rochester would like to recognize the following funders, partners, and participants that made possible the Regional Cultural Strategy.

Funders and Partners

Mary S. Mulligan Charitable Trust
Mayor Robert J. Duffy and Rochester City Council
Monroe County Executive Maggie Brooks and the
County of Monroe Industrial Development Agency (COMIDA)
National Endowment for the Arts
New York State Council on the Arts

Participants (listed on pages 16-18)

Arts & Cultural Council Board of Directors

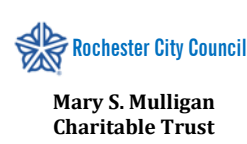
| | |
|--|------------------------|
| Hon. Carla M. Palumbo, <i>Chair</i> | Hon. Sandra L. Frankel |
| Sarah E. Lentini, <i>President and CEO</i> | Jonathan Gonder, Ph.D. |
| Hon. Jeffery L. McCann, <i>Vice Chair</i> | Suzanne Gouvernet |
| Grace Tillinghast, <i>Vice Chair</i> | Lawrence Heilbronner |
| T. Andrew Brown, Esq., <i>Secretary</i> | Mimi Hwang |
| Daniel R. Rundberg, <i>Treasurer</i> | Hon. Cynthia W. Kaley |
| Hon. Jeffrey R. Adair | Jack Kraushaar |
| Edward Boucher | Stephen Merritt |
| Robert A. Colón, Esq. | James C. Moore, Esq. |
| Christopher C. Dahl, Ph.D. | Robin Muto, CLC |
| Joseph Darweesh, Esq. | Richard E. Rising |
| Steven DelMonte | Pengcheng Shi, Ph.D. |

Arts & Cultural Council Staff

| | |
|------------------|--|
| Sarah E. Lentini | <i>President and CEO</i> |
| Gerard Gombatto | <i>Director for Advancement</i> |
| Jennifer Hale | <i>Development and Grants Associate</i> |
| Heidi Quinlivan | <i>Director of Finance and Facilities</i> |
| Jennifer Watson | <i>Director of Development and Grant Programs</i> |
| Amy Garapic | <i>Intern, Eastman School of Music Arts Leadership Program</i> |
| Lacy Lee Jones | <i>Intern, Eastman School of Music Arts Leadership Program</i> |
| Jim Giffi | <i>Volunteer</i> |
| Lisa Szkolnik | <i>Volunteer</i> |

Consultant and Facilitator

Michael Caceci Excellerated Performance, LLC





December 2010

The Regional Cultural Strategy developed out of a year-long process that was both a continuation and culmination of previous planning efforts. In 2007, the Arts & Cultural Council conducted and released the results of an economic impact study of nonprofit cultural organizations, in partnership with Americans for the Arts, *Arts & Economic Prosperity III*. A key finding of the study was that, in Monroe County alone, nonprofit cultural organizations generate \$200 million in economic impact each year. That same year, we also conducted a regional needs assessment that stimulated dialogue around cultural diversity in greater Rochester's arts and cultural community, and identified recommendations and best practices for the industry to improve access and inclusion. In the fall of 2008, the New York State Council on the Arts (NYSCA), Empire State Development (ESD), and the Arts & Cultural Council for Greater Rochester partnered on a *Cultural Blueprint* for state and regional investment in arts and culture for the greater Rochester/Finger Lakes region.

The *Regional Cultural Strategy* integrates the lessons and priorities from these previous planning efforts while embracing the thoughtful and meaningful contributions of representatives across five key stakeholder groups: artists; cultural organizations; business, tourism and economic development agencies; schools and educational institutions; and health and human service agencies. Though initiated by the Arts & Cultural Council, the *Regional Cultural Strategy* is truly a community-wide effort that identifies shared goals for the cultural sector and new action areas for the Arts & Cultural Council, which are detailed in this report. This process, with its emphasis on community and civic engagement, establishes a new framework for relationships and collaborations to develop lasting ways to sustain and strengthen arts and culture in our region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sarah', written over a light blue horizontal line.

Sarah E. Lentini
President and CEO

Table of Contents

| | |
|--|----|
| Acknowledgements | 1 |
| Letter from CEO | 2 |
| Executive Summary..... | 4 |
| Process Overview | 5 |
| Phase One: Input..... | 6 |
| Phase Two: Consolidation | 7 |
| Phase Three: Feedback | 8 |
| Phase Four: Strategy..... | 9 |
| Objective I: Articulate the Value of Arts and Culture | 10 |
| Objective II: Provide Funding and Centralized Resources..... | 12 |
| Objective III: Build and Leverage Collaborative Relationships and Structures | 14 |
| Regional Cultural Strategy At-a-Glance | 15 |
| Regional Cultural Strategy Participants..... | 16 |

Executive Summary

The Arts & Cultural Council for Greater Rochester is pleased to present this *Regional Cultural Strategy*, the result of a year-long planning process for arts and culture in the greater Rochester area, developed with the partnership and support of the Mary S. Mulligan Charitable Trust, Mayor Robert J. Duffy and Rochester City Council, Monroe County Executive Maggie Brooks and the County of Monroe Industrial Development Agency (COMIDA), the National Endowment for the Arts, and the New York State Council on the Arts.

Over the past year, the Arts & Cultural Council, working with consultant and facilitator Michael Caceci of Excelerated Performance, has led this planning process, gathering input from representatives across five key stakeholder groups: artists; cultural organizations; business, tourism and economic development agencies; schools and educational institutions; and health and human service agencies. Their feedback identified shared goals for the arts and cultural sector and revealed new action areas for the Arts & Cultural Council.

The *Strategy* is a roadmap for the cultural sector to leverage its strengths and increase its already sizable impact on our region, while focusing on sustaining and growing our region's cultural industry. The overarching goal of **increasing the impact of arts and culture in the greater Rochester region** will be accomplished by focusing on three key objectives:

I. Articulate the Value of Arts and Culture

The Arts & Cultural Council will conduct periodic arts and culture impact studies to quantify the value of the arts to various stakeholder groups throughout the community. The results of these studies will be critical to the Arts & Cultural Council in its education and advocacy efforts on behalf of the cultural industry, and in the planning and development of promotional, marketing and branding strategies for arts, culture, and education.

II. Provide Funding and Centralized Resources

As a centralized resource, the Arts & Cultural Council will continue to raise and allocate funds from a range of public and private sources on behalf of cultural organizations, artists, educational institutions, and nonprofits. In response to cultural industry needs, the Arts & Cultural Council will undertake a new fundraising initiative and identify new revenue and resources to sustain and significantly increase support to arts, culture, and education.

III. Build and Leverage Collaborative Relationships and Structures

The Arts & Cultural Council will continue to convene and expand existing forums for cultural and education leaders, to share information, identify and respond to emerging needs, and build collaborative relationships. In response to business community input, the Arts & Cultural Council will convene a new arts and business partnership to jointly work on a broad range of shared interests, including education, tourism, and economic development.

Process Overview

The *Regional Cultural Strategy* was developed through four distinct phases: input, consolidation, feedback, and strategy.

Phase One: Input

The Arts & Cultural Council, working with consultant Michael Caceci of Excellerated Performance, convened five meetings of key stakeholder groups:

- Artists
- Cultural Organizations
- Business, Tourism and Economic Development Agencies
- Schools and Educational Institutions
- Health and Human Service Agencies

Each group discussed, identified and prioritized the needs and goals of their own sectors and those of the arts and cultural industry.

Phase Two: Consolidation

Excellerated Performance consolidated the findings from the first round of focus groups and created a strategic framework (see page 7) identifying the overarching goal and three key objectives for arts and culture in the region.

Phase Three: Feedback

In the fall of 2010, the five distinct stakeholder groups were combined into three cross-disciplinary groups and once again convened. The strategic framework was presented at the focus group sessions, and strategies for sustaining and strengthening arts and culture in the region were solicited.

Phase Four: Strategy

The findings from these focus groups were synthesized into a final report, which serves as an implementation strategy for future collaboration and action.

Phase One: Input

Each of the five key stakeholder groups discussed, identified and prioritized the needs and goals of their own sectors and those of the arts and cultural industry. The consolidated results follow:

Artists

- Promote the arts
- Integrate the arts and education
- Network within artist community and with other sectors
- Create a centralized resource for grants, services, planning

Cultural Organizations

- Inspire and attract new generation of attendees and supporters
- Increase funding
- Advocate and communicate the value of the arts to a variety of audiences

Business, Tourism and Economic Development

- Strengthen artists and arts organizations as businesses
- Demonstrate that the arts are an economic driver
- Increase the pool of patrons
- Grow the region's reputation as an arts and cultural center in Upstate NY

Schools and Educational Institutions

- Ensure the arts are part of a liberal arts education
- Maintain and increase funding levels for arts education
- Create lifelong participants in the arts
- Build awareness, through marketing, of the arts' impact on education, the community, etc.

Health and Human Service Agencies

- Increase funding from public and private sources
- Collaborate with other organizations/agencies
- Strengthen and reach out to different segments of the community
- Help people achieve their full potential through the arts

Phase Two: Consolidation

The findings from the first round of focus groups were consolidated into a strategic framework, identifying the overarching goal and three key objectives for arts and culture in the region.

Framework for a Regional Cultural Strategy

Increase the Impact of Arts and Culture in our Region

Increase Resources for the Sustainability and Growth of the Cultural Industry

| Articulate the Value of Arts and Culture | Provide Funding and Centralized Resources | Build and Leverage Collaborative Relationships and Structures |
|---|---|---|
| <ul style="list-style-type: none">• Provide education and advocacy• Research and document value of arts and cultural community• Promote, market, and brand the value (and the region) through a consistent message• Brand Arts & Cultural Council to key sectors | <ul style="list-style-type: none">• Increase arts and culture funding and resources• Provide centralized data• Develop consistent, tailored messages to various industries and audiences• Provide centralized marketing and promotional resources and vehicles | <ul style="list-style-type: none">• Build on the Arts & Cultural Council model to promote collaboration and increased participation across sectors• Leverage regional organizations and resources across key sectors |



Change the mix and size of revenue sources to enable the Arts & Cultural Council to deliver core, plus additional services.

Phase Three: Feedback

The five distinct stakeholder groups were combined into three cross-disciplinary groups, and strategies for sustaining and strengthening arts and culture in the region were solicited.

- Build relationships through collaboration
- Emphasize the culture industry as a key employer
- Host networking events with media, businesses, and other sectors
- Educate the media of the value the arts bring to the community
- Compare the impact of the arts and cultural sector on the region's economy with other sectors
- Expand grants offered to arts and cultural organizations, individual artists, and arts and culture projects
- Enhance ArtRochester.org
- Collaborate on a shared arts and cultural calendar of events
- Reach out to communities not currently engaged with the arts to grow audience
- Measure the impact of arts and culture in a variety of areas (economics, education, public safety)
- Create excitement and awareness of the arts in the community
- Create collaborative arts and culture marketing campaign
- Use the arts and culture as a way to attract talent to business, educational institutions, etc.
- Meet regularly with the corporate community regarding sponsorships
- Help artists and small cultural organizations increase their operations through business mentorship
- Purchase goods and services for the Arts Council's members at group discounts
- Offer other types of memberships (for non-artists, students, etc.)
- Offer employment opportunities in the arts and cultural sector for people with disabilities
- Share information about various arts and cultural groups with each other via centralized resource

Phase Four: Strategy

The Arts & Cultural Council will expand current programs and services and develop new initiatives in response to the objectives identified through the *Regional Cultural Strategy* process, many of which are currently being addressed through the work of the Council, but cannot be brought to scale without additional resources.

The following action steps represent the Arts & Cultural Council's immediate approach to responding to these recommendations. Many of these steps align to multiple objectives, underscoring an inherent synergy between objectives and action steps. However, for the purposes of clarity and efficiency, each action step is listed below only once, under the objective with which it most closely fits.

Objective I: Articulate the Value of Arts and Culture (p. 10)

Objective II: Provide Funding and Centralized Resources (p. 12)

Objective III: Build and Leverage Collaborative Relationships and Structures (p. 14)

Objective I: Articulate the Value of Arts and Culture

METROPOLITAN MAGAZINE

Current: Promote arts, culture, and education – and the region as a whole – through Arts & Cultural Council’s quarterly publication, *Metropolitan*. The 32-page, full-color magazine is published quarterly and has a regional distribution of 15,000.

Current partners: City of Rochester, businesses, artists, cultural organizations, educational institutions, state and local governments, and foundations.

New: Develop new business model to generate additional revenue to first sustain and ultimately grow the magazine (in length, publication frequency, and distribution) over the long term.

ARTS AWARDS

Current: Promote and showcase arts, culture, and education – and the region as a whole – through annual *Arts Awards*.

Current partners: Nixon Peabody, Constellation Brands, Monroe County Executive Maggie Brooks, and a broad range of businesses, foundations, and individual sponsors.

New: Promote and showcase arts, culture, and education – and the region as a whole – through new *Arts and Culture Hall of Fame*, to be co-located with the Information Center and The Gallery at the Arts & Cultural Council.

New: Promote and showcase arts, culture, and education – and the region as a whole – through new Spring Arts and Culture Gala, expanding celebration of arts and culture.

THE GALLERY AT THE ARTS & CULTURAL COUNCIL

Current: Showcase the work of individuals and groups of artists.

New: Improve access for individual artist members through the creation of member group shows.

New: Collaborate with cultural organizations, artists, schools, and youth-serving agencies to give public, especially children, access to educational opportunities through the arts.

ARTS AND CULTURE IMPACT STUDY

Current: In 2007, conducted and released economic impact study of the arts. The study was focused on Monroe County, on economic impact and on nonprofit cultural organizations; and needed to align with a nationally-prescribed template and timeline. (The national study is conducted every five years.)

Current partners: Monroe County Executive Maggie Brooks and COMIDA, the Joan and Harold Feinbloom Supporting Foundation of Rochester Area Community Foundation, and national research partner Americans for the Arts.

New: Develop business model to support impact study of arts and culture that is expanded to include the region, other types of impact, and for-profits; that is conducted every two years; and that is tailored to the local needs of the cultural industry, funders, and business.

REGIONAL ARTS AND CULTURE MARKETING CAMPAIGN

Current: None

New: Promote arts, culture, and education – and the region as a whole – through regional arts and culture marketing campaign.

Objective II: Provide Funding and Centralized Resources

GRANTS

Current: Allocate and administer arts and culture grants to cultural organizations, nonprofits, schools, and artists throughout the greater Rochester/Finger Lakes region, obtained from a variety of funding sources to create a centralized, locally-managed pool of funding.

Current partners: the New York State Council on the Arts, the Rochester Area Community Foundation, the New York Foundation for the Arts, and the Genesee Valley Quilt Club.

New: Develop and implement business model for a new fundraising initiative and identify new revenue streams to significantly increase arts and culture funding and resources over the long term.

CENTRALIZED SERVICES

Legal Services

Current: Provide access to pro bono legal assistance to income-eligible artist members and to small and mid-sized non-profit cultural organization members.

Current partners: Initially launched with Nixon Peabody LLP and now including leading area law firms Harter Secrest & Emery, Heslin Rothenberg Farley & Mesiti, Hiscock & Barclay, Merzbach Law Offices P.C. and Woods Oviatt Gilman LLP.

New: Work with area law firms to expand program, providing access to discounted legal assistance for large non-profit cultural organization members.

Health Insurance

Current: Provide access to health insurance for artist members and non-profit cultural organization members.

Current partner: Excellus BlueCross BlueShield

New: Review new health care regulations to identify ways to sustain and/or improve health insurance access and opportunities in changing environment.

Shared Services

Current: Funded through the support of Bank of America and Rochester Area Community Foundation, the research phase of this initiative took place in 2009-2010, with the Arts & Cultural Council convening a pilot group of cultural organizations every two weeks to discuss common needs and to leverage the purchasing power of the cultural industry.

Current partners: Bank of America and Rochester Area Community Foundation

New: Provide group discounts to information technology services and products, specifically web maintenance, integrated database technologies, and a variety of software licenses.

New: Provide access to reduced rates for a range of professional insurance products including: liability, property and casualty.

New: Provide access to a pool of low-interest, short-term bridge loans to alleviate cash flow problems, stemming from contract delays.

Web Portal: ArtsRochester.org

Current: Maintain website for arts, culture, and education at ArtsRochester.org.

New: Redesign ArtsRochester.org to create an interactive website to promote and spotlight the spectrum of Rochester's artists and cultural organizations, including a centralized, aggregated events calendar, up-to-date news, and a portal for arts-related resources and research to include artist and cultural organization member pages, links, directories, and events calendar; and educational and promotional information in centralized collaborative web portal.

Current partners: New York State Council on the Arts, New York Foundation for the Arts, Rochester Area Community Foundation, and local design firm ITX

Objective III: Build and Leverage Collaborative Relationships and Structures

ARTS AND CULTURE INDUSTRY FORUMS

- Current: Cultural CEOs and Cultural Leaders Roundtable - Convene leaders of large and mid-sized cultural institution members to share information, identify and respond to emerging needs, and build collaborative relationships.
- New: Create comparable forums for artist and business members and leaders of smaller cultural organization members.

ARTS AND EDUCATION INDUSTRY FORUMS

- Current: Arts-in-Education Coalition – Convene leaders of organizations focused on arts-in-education and funded through NYSCA’s Empire State Partnerships Program to share information, identify and respond to emerging needs, and build collaborative relationships.
- New: Arts-in-Education Coalition – Expand the Coalition to include school districts, colleges, universities, and broader arts and cultural community to share information, identify and respond to emerging needs, and build collaborative relationships.

ARTS AND BUSINESS INDUSTRY FORUMS

- Current: None
- New: In response to business community input, convene new Arts and Business Partnership to jointly work on a broad range of shared interests, including strengthening the cultural industry and its various positive impacts on other sectors of the community: tourism, economic development, education, public safety, health and human services.

Regional Cultural Strategy At-a-Glance

| Aligned to Objective | Action Steps | Why? |
|----------------------|--|---|
| I, II | Develop new business model to sustain and grow <i>Metropolitan</i> magazine | Showcase arts and cultural assets and events to region's residents and visitors |
| I | Establish "Hall of Fame" for local artists, arts organizations and supporters of the arts | Create a permanent exhibit honoring past <i>Arts Awards</i> honorees to market and promote the region as an arts destination. |
| I, II, III | Initiate annual Spring Gala networking event | Showcase arts and culture and bring together the cultural community to network and build relationships |
| I, II, III | Begin regular members' shows at The Gallery at the Arts Council | Showcase artists' work and increase exposure, especially for emerging artists |
| I, III | Create gallery programming for the public, especially youth, to access educational opportunities | Develop and attract new audiences to the arts and formalize partnerships with schools, youth-serving agencies, artists, and cultural organizations. |
| I, II | Conduct locally-tailored arts and culture impact study | Research and document the value of the arts and cultural community for a variety of audiences |
| I, II | Develop business plan for centralized arts and culture marketing campaign | Promote, market and brand greater Rochester as an arts region while increasing audience for arts providers |
| II | Create business plan to strengthen and increase funding for arts and culture | Increase funding to local arts and culture organizations to sustain and grow regional cultural identity |
| II, III | Expand shared service offerings, including access to free legal assistance, to competitive rates on health and professional insurance products, to group discounts on information technology services and products | Reduce operating costs for cultural organizations and artists, enabling them to focus on creating and showcasing their work |
| II, III | Redesign ArtsRochester.org to improve functionality | Provide centralized promotional tool for arts and culture and as a resource for the general public |
| II, III | Convene forums for Arts and Culture, Arts and Education, and Arts and Business | Facilitate networking and connections within and between sectors and advance shared interests across industries |

Regional Cultural Strategy Participants

| Name | Group |
|---------------------------------|---|
| The Honorable Jeffery R. Adair | Monroe County Legislature |
| Ms. Anita Augesen | |
| Ms. Deanna Baker | ImageOut |
| Dr. Sri Ram Bakshi | |
| Ms. Kate Bennett | Rochester Museum & Science Center |
| Mr. Ned Bobkoff | |
| Mr. Edward A. Boucher | Caldwell Manufacturing Company |
| Mr. T. Andrew Brown, Esq. | Brown and Hutchinson, Attorneys at Law |
| Ms. Jennifer Cambras | Merry-Go-Round Playhouse |
| Ms. Tori Capalbo | Finger Lakes Tourism Alliance |
| Mr. Stuart Chait, Sr., AIA | Chait Studios |
| Ms. Terry Chaka | Creative Hue |
| Ms. Elizabeth Clark | Elizabeth Clark Dance Ensemble |
| Mr. Robert A. Colón, Esq. | Rochester Institute of Technology |
| Mr. Peter Connors | BOA Editions, Ltd. |
| Mr. Jeffrey B. Crane | West Irondequoit Central School District |
| Dr. Christopher C. Dahl | SUNY Geneseo |
| Mr. Joseph N. Darweesh, Esq. | Darweesh, Lewis, Kelly & Von Dohlen, LLP |
| Mr. Steven DelMonte | Electronic Field Productions, Inc. |
| Mr. James Dierks | New York Museum of Transportation |
| Mr. David L. Fiedler | ESL Federal Credit Union |
| Mr. Terence Finegan | Rochester Oratorio Society |
| Ms. Emily Fischer | Musical Theatre Festival, Inc. |
| Mr. Jere B. Fletcher | |
| Ms. June Foster | Rochester Finger Lakes Film & Video Office |
| The Honorable Sandra L. Frankel | Town of Brighton |
| Ms. Sheila Gaddis | Volunteer Legal Services Project |
| Ms. Amy Garapic | Arts & Cultural Council for Greater Rochester |
| Mr. Jim Giffi | Arts & Cultural Council for Greater Rochester |
| Ms. Patti Giordano | Memorial Art Gallery of the University of Rochester |
| Mr. Gerard Gombatto | Arts & Cultural Council for Greater Rochester |
| Dr. Jonathan Gonder | SUNY Geneseo |
| Ms. Janice Gouldthorpe | Genesee Center for Arts & Education |
| Ms. Suzanne Gouvernet | Gouvernet Arts Fund, The Community Foundation |
| Ms. Jeanne Gray | Penfield Symphony Orchestra |
| Mr. Rod Green | Hillside Work Scholarship Connection |
| Ms. Jennifer Hale | Arts & Cultural Council for Greater Rochester |

| | |
|---------------------------------|---|
| Ms. Deborah Harloff | Rochester City School District |
| Mr. Lawrence A. Heilbronner | Canandaigua National Bank & Trust |
| Mr. Lynn Herzig | The Herzig Group, Inc. |
| Ms. Nancy Hicks | Rochester Area Fiber Artists |
| Dr. Jon Hunter | Fairport Central School District |
| Ms. Mimi Hwang | Eastman School of Music |
| Ms. Rosalie Jones | |
| Ms. Lacey Lee Jones | Arts & Cultural Council for Greater Rochester |
| The Honorable Cynthia Kaleb | Monroe County Legislature |
| Mr. Dick Kane | |
| Ms. McKenzie Keenan | Young Audiences of Rochester |
| Ms. Valerie Knoblauch | Finger Lakes Visitors Connection |
| Dr. Howard M. Koft | New York Artist Guild |
| Mr. Tom Kohn | BopArts |
| Mr. Jack Kraushaar | JFK Communications |
| President Anne M. Kress, Ph.D. | Monroe Community College |
| Mr. Salvatore A. LaBella, P.E. | LaBella Associates |
| Ms. Rosa LaDelfa | Small Business Council |
| Mr. Yeh-Her Lee | Chinese Choral Society of Rochester |
| Ms. Sarah E. Lentini | Arts & Cultural Council for Greater Rochester |
| Mr. Andrew Little | Pieters Family Life Center |
| Mr. Stephen R. Martin, Sr. | Canandaigua National Bank and Trust |
| Ms. Fran Mascari | Irondequoit Art Club |
| Ms. Regina Maye | Action for a Better Community |
| The Honorable Jeffery L. McCann | Town of Greece |
| Mr. Michael McDonough | Monroe Community College |
| Right Reverend Jack M. McKelvey | Colgate Rochester Crozer Divinity School |
| Mr. Robert McNary | Empire State Development |
| Mr. Stephen Merritt | |
| Mr. David Midland | Alzheimer's Association |
| Ms. Susan Milner | Pittsford Musicals, Inc. |
| Ms. Margaret Miyake | |
| Mr. James Moore, Esq. | Harter, Secrest, & Emery LLP |
| Ms. Christine M. Murphy | |
| Mr. Richard Muto | |
| Ms. Robin Muto | Positive Environments |
| Mr. Marc Natale | Monroe County |
| Ms. Sarah Osterling | Finger Lakes Tourism Alliance |
| Mr. Charles Owens | Rochester Philharmonic Orchestra |
| Mr. Woody Packard | |

| | |
|--------------------------------|---|
| The Honorable Carla M. Palumbo | Rochester City Council |
| Ms. Mary Beth Patton | Greece Central School District |
| Ms. Josephine Perini | Movies on a Shoestring, Inc. |
| Mr. Louis Perticone | ARTISANworks |
| Mr. Mark Peterson | Greater Rochester Enterprise |
| Dr. Darwin Prioleau | The College at Brockport |
| Ms. Heidi Quinlivan | Arts & Cultural Council for Greater Rochester |
| Ms. Kristin Rapp | ArtPeace |
| Mr. Richard Rising | Harris Beach PLLC |
| Mr. Daniel Rundberg | Merrill Lynch Wealth Management |
| Dr. Pengcheng Shi | Rochester Institute of Technology |
| Ms. Jody Siegle | Monroe County School Boards Association |
| Ms. Lisa Szkolnik | Arts & Cultural Council for Greater Rochester |
| Mr. Ryan Snyder | Monroe County |
| Ms. Sally Steinwachs | Irondequoit Art Club |
| Mr. Darren Stevenson | PUSH Physical Theatre |
| Ms. Grace Tillinghast | The Battery |
| Dr. Eric Townell | Rochester Oratorio Society |
| Ms. Cheryl Utter | Genesee Valley Orchestra & Chorus |
| Ms. Jennifer Watson | Arts & Cultural Council for Greater Rochester |
| Ms. Kathryn L.H. White | |
| Ms. Sarah Woodward | Elizabeth Clark Dance Ensemble |
| Ms. Heidi N. Zimmer-Meyer | Rochester Downtown Development Corporation |