

THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. James Van Bramer
Chair, Committee on Cultural Affairs, Libraries, International Intergroup Relations



Report of the Finance Division on the
Fiscal 2022 Preliminary Plan and the
Fiscal 2021 Preliminary Mayor's Management Report for the
Department of Cultural Affairs
March 9, 2021

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Table of Contents

Department of Cultural Affairs Overview	1
Fiscal 2022 Preliminary Budget: Expense	2
Financial Plan Summary	3
Headcount.....	4
Contracts Budget	5
Fiscal 2021 Mayors Management Report Highlights.....	5
City Council Priorities	7
COVID-19 Pandemic.....	7
Fiscal 2022 Preliminary Budget: Capital	8
Fiscal 2022 – Fiscal 2025 Preliminary Capital Budget.....	8
Preliminary Commitment Plan for Fiscal 2021-2025	9
2022 Preliminary Capital Budget Highlights	11
Preliminary Ten-Year Capital Strategy Fiscal 2022-2031	12
Appendices.....	15
A: Budget Actions in the November and the Preliminary Plans	15
B: Organizations on City Property receiving utility grants.....	15
C: Program Areas	16
D: List of Cultural Institution Groups (CIGs).....	17
E: Active Projects	18
F: Fiscal 2021 Council Initiatives	18

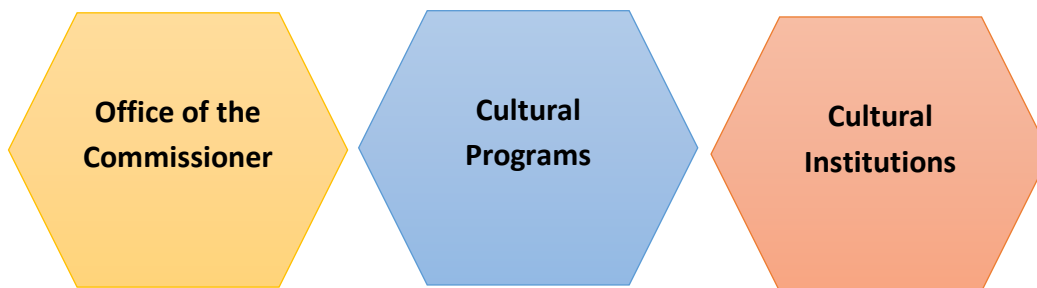
Department of Cultural Affairs Overview

The Department of Cultural Affairs (DCLA) Fiscal 2022 Preliminary Budget stands at \$144.2 million. With that funding, the agency provides support, advocacy, and technical assistance to the City's cultural community to ensure that the arts remain a central feature of civic and economic life in the City. DCLA's activities include funding energy costs and a portion of operating costs of the 34 city-owned cultural institutions of the Cultural Institutions Group (CIG or Institutions). DCLA also supports groups that provide cultural experiences for the City's residents and visitors. Through its Cultural Development Fund (CDF), the agency utilizes a democratic, peer panel review process to distribute grants to nearly 1,000 applicants that represent the cultural breadth of New York City and share a commitment to public service and public participation. The agency provides capital design, construction and equipment funds for institutions and other cultural groups in City-owned and non-City-owned facilities.

The agency operates the Materials for the Arts ("MFTA") program, which distributes donated arts materials to public schools, cultural organizations, and social service programs.

DCLA also administers several City Council initiatives that provide support for arts and culture across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program.

Agency Program Areas



Composition and Assets of the Agency

The Department of Cultural Affairs is comprised of three program areas:

- The Office of the Commissioner. This office is responsible for the administration and monitoring of funds for the CIGs and the Cultural Development Fund (CDF). The area also assists (with other City agencies) in the management of various capital construction projects in both city-owned and non-city-owned facilities housing cultural programs and other cultural groups. The Fiscal 2022 Preliminary budget for the office is \$6.9 million and includes a headcount of 52.
- Cultural Programs. The funding in this program area is primarily for the Cultural Development Fund (CDF). Organizations that wish to receive City funding must go through a peer-based, merit-review application process. Additionally, there is funding in this area for special initiatives like the Cultural After School Adventure (CASA) and the Cultural Immigrant Initiative. The Fiscal 2022 Preliminary budget for the programs is \$30.3 million and it is all Other Than Personal Services (OTPS) spending.

- **Cultural Institutions.** The basic framework for the public-private partnerships between New York City and its 34 cultural institutions was established in the 19th century. The partnership stipulated that the City would provide these institutions with land, facilities, and funds for maintenance and security. The private institutions in turn would develop specialized cultural services and collections which would be available to the general public. The Fiscal 2022 Preliminary Budget includes approximately \$107 million for the Cultural Institutions.

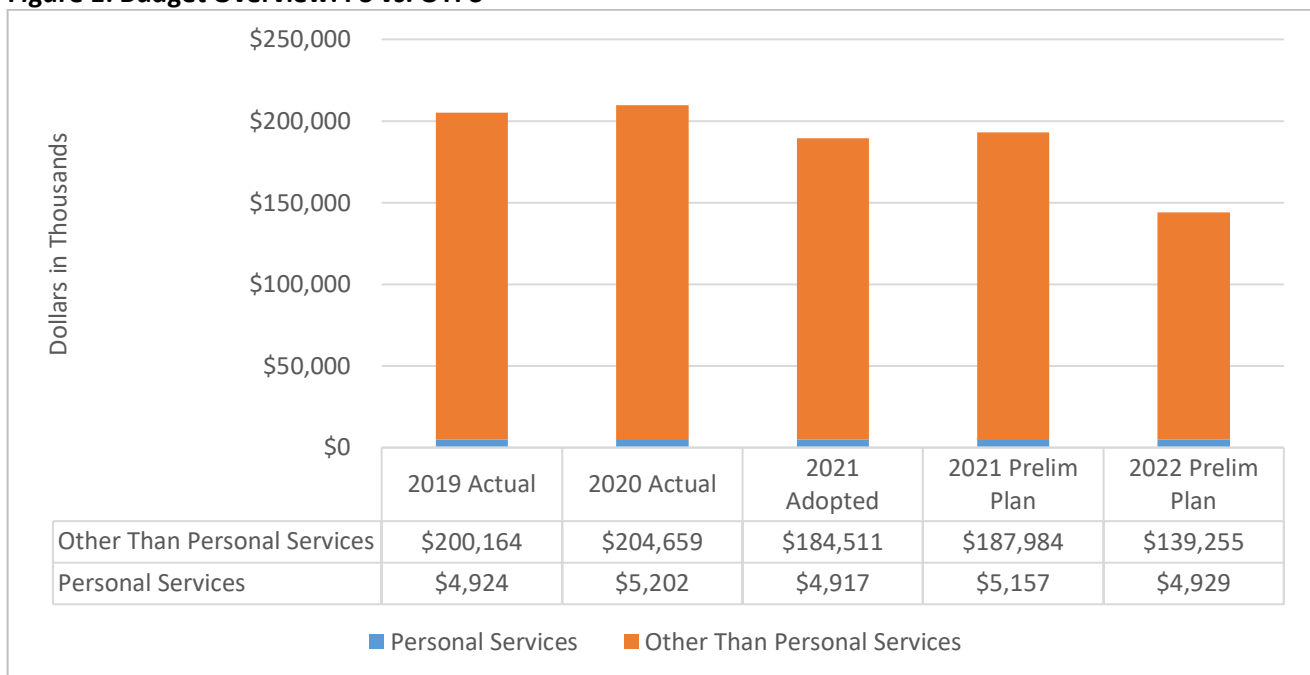
Overview of the Report.

This report provides a comprehensive review of DCLA’s expense and capital budget. The expense budget review includes a description of the new needs, adjustments and savings in the Fiscal 2022 Preliminary Plan and an update on the contract, funding and headcount of the agency. It is followed by a review of Council priorities and the impact of COVID-19 pandemic. The report also includes highlights of the agency’s performance as reported in the Preliminary Management Report. The expense overview is followed by an overview of the Capital Budget, Commitment Plan and Ten-year plan for DCLA and an Appendix section with agency program area charts.

Fiscal 2022 Preliminary Budget: Expense

The Fiscal 2022 Preliminary Budget for DCLA stands at \$144.2 million (All funds), which is less than one percent of the City’s total budget. This is \$45.2 million lower than the Fiscal 2021 Adopted Budget of \$189.4 million. The reductions is largely a function of City Council funds and a one-time funding in Fiscal 2021, which are not included in Fiscal 2022.

Figure 1: Budget Overview: PS vs. OTPS



Highlights of DCLA’s Fiscal 2022 Preliminary Plan is provided below. Because, only 4.8 percent of the Department’s total budget covers direct agency expenses and the remaining 95.2 percent of the Department’s budget supports the Cultural Institution Groups (CIGs) and other arts organizations most of the budget is OTPS spending. The Preliminary Budget includes limited changes to the agency’s budget. DCLA has no new needs in the Fiscal 2022 Preliminary Plan. Adjustments total \$138,000 in Fiscal 2021 and \$0 in Fiscal 2022. Savings total \$633,000 in Fiscal 2021 and \$4.7 million in Fiscal 2022.

Details on the adjustments and savings in the Fiscal 2022 Preliminary Plan are listed below. Additionally, Appendix A lists the adjustments and savings in the November Plan and the Fiscal 2022 Preliminary Plan, which brings the agency's Fiscal 2022 Preliminary Budget to \$144.2 million.

Table 1: Adjustments and Savings in the Preliminary Plan

<i>Dollars in Thousands</i>	FY21			FY22		
	City	Non-City	Total	City	Non-City	Total
DCLA Budget as of the Fiscal 2021 November Budget	\$188,782	\$4,854	\$193,636	\$148,370	\$525	\$148,895
Other Adjustments						
CC Member Items Reallocation	(106)	0	(106)	0	0	0
Lease Adjustment	5	0	5	0	0	0
Put Up CADP Funds	0	239	239	0	0	0
Total Other Adjustments	(\$101)	\$239	\$138	\$0	\$0	\$0
Savings Program:						
City/Federal funding swap	(500)	500	0	0	0	0
Hiring and Attrition Management	(64)	0	(64)	0	0	0
Lease adjustment	(159)	0	(159)	0	0	0
One year reduction to CreateNYC Funding	0	0	0	(4,711)	0	(4,711)
Programmatic funding adjustment	(410)	0	(410)	0	0	0
Total Savings Program	(1,133)	500	(633)	(4,711)	0	(4,711)
TOTAL, All Changes	(\$1,234)	\$739	(\$495)	(\$4,711)	\$0	(\$4,711)
DCLA Budget as of the Fiscal 2022 Preliminary Budget	\$187,548	\$5,592	\$193,141	\$143,659	\$525	\$144,183

- **CreateNYC.** The Fiscal 2022 Preliminary Plan includes a reduction of \$4.7 million in Fiscal 2022 in CreateNYC programs. The total budget for CreateNYC is \$1.4 million in Fiscal 2021 and the Fiscal 2022 funding is yet to be determined. CreateNYC is NYC's cultural plan that provides a long-term framework for promoting greater equity, access, diversity, and expanding opportunities for all residents to participate in the City's cultural life. Some current CreateNYC programs include CUNY Culture Corps, BPL Culture Pass, Public Artists in Residence and Programs Equity Project.
- **Lease Adjustment.** The Fiscal 2022 Preliminary Plan includes a reduction of \$159,000 in Fiscal 2021 through the least adjustment of a City owned (DCAS) building leased to the East Harlem Arts and Education LDC and subleased to El Museo. The reduction was based on the updated budget the agency received from the LDC.
- **Programmatic Funding Adjustment.** The Fiscal 2022 Preliminary Plan includes a reduction of \$410,000 in Fiscal 2021 through a cut of \$210,000 in funding for Create NYC initiatives, \$150,000 Cultural Development Fund and \$49,624 in energy grants. For Create NYC this will result in deferral of certain initiatives to subsequent fiscal years. The energy grants were re-estimates of actuals given organizational closures and reductions in energy usage.
- **Hiring and Attrition Management.** The Fiscal 2022 Preliminary Plan includes a reduction of \$64,000 in Fiscal 2021 through attrition savings calculated centrally by Office of Management and Budget (OMB) and is associated with a decrease of 3 positions for Fiscal 2021.

Financial Plan Summary

The following table, provides an overview of the Department's total budget from Fiscal 2019 to the Preliminary Plan for Fiscal 2022, as well as the agency's funding sources.

Table 2: Financial Summary

DCLA Financial Summary						
<i>Dollars in Thousands</i>						
	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
Spending						
Personal Services	\$4,924	\$5,202	\$4,917	\$5,157	\$4,929	\$12
Other Than Personal Services	200,164	204,659	184,511	187,984	139,255	(45,256)
TOTAL	\$205,087	\$209,860	\$189,428	\$193,141	\$144,183	(\$45,244)
Budget by Program Area						
Office of the Commissioner	\$6,756	\$6,943	\$28,404	\$8,166	\$6,879	(\$21,524)
Cultural Programs	71,932	81,577	57,939	70,971	30,318	(27,621)
Cultural Institutions	126,400	121,340	103,085	114,004	106,986	3,901
TOTAL	\$205,087	\$209,860	\$189,428	\$193,141	\$144,183	(\$45,244)
Funding						
City Funds			\$188,903	\$187,549	\$143,659	(\$45,244)
Capital- IFA			249	249	249	0
State			3	3	3	0
Federal - Community Development			259	498	259	0
Federal - Other			0	500	0	0
Intra City			13	4,342	13	0
TOTAL	\$205,087	\$209,860	\$189,428	\$193,141	\$144,183	(\$45,244)
Budgeted Headcount						
Full-Time Positions - Civilian	52	51	53	49	52	(1)
TOTAL	52	51	53	49	52	(1)

**The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.*

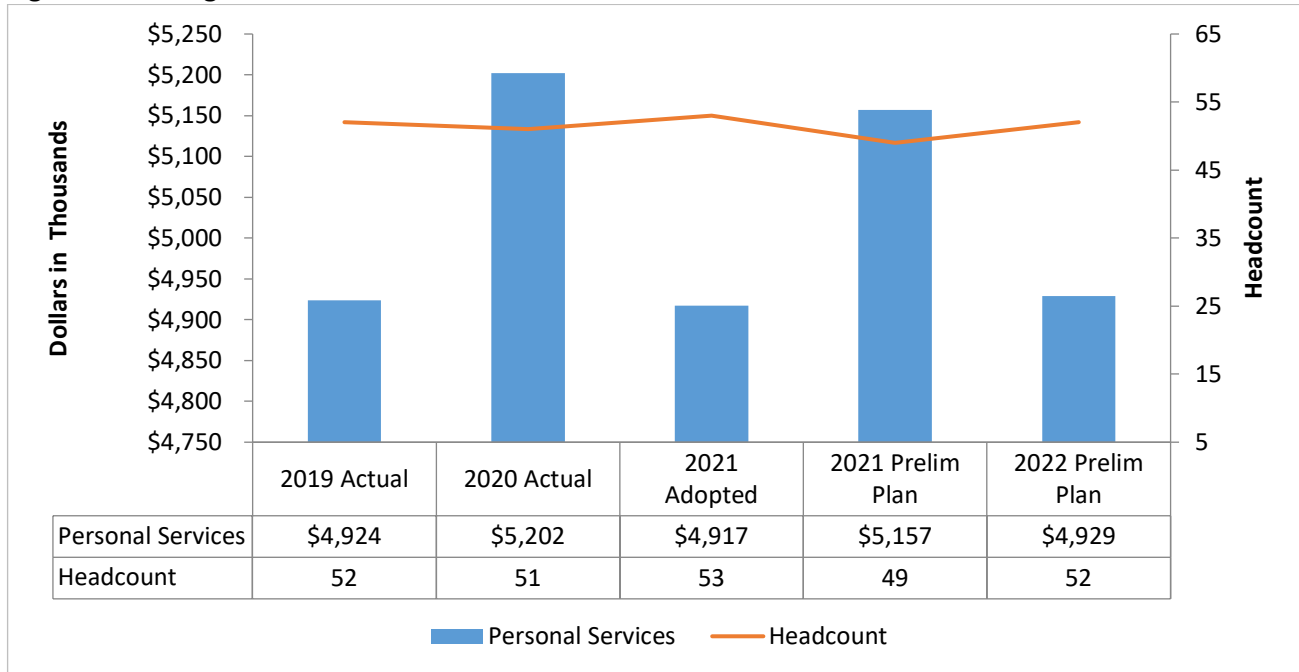
The proposed budget for DCLA in Fiscal 2022 is \$144.2 million, which is \$45.2 million or 23.9 percent less than the Fiscal 2021 Adopted Budget of \$189.4 million. The decrease is a result of a reduction of \$27.6 million in funding for Cultural Programs and \$21.5 million in funding for the Office of the Commissioner offset by an increase of \$3.9 million for the Cultural Institutions. The \$45.2 million decrease is mostly due to Council discretionary funding and one-time addition of \$20.2 million by the Administration at Adoption of the Fiscal 2021 budget that is not included in the Fiscal 2022 Preliminary Budget. For further information on each of the program areas please refer to the program area charts in Appendix C.

Only 4.8 percent of the Department's total budget covers direct agency expenses; the remaining 95.2 percent of the Department's budget supports the Cultural Institution Groups (CIGs) and other arts organizations. DCLA's budget is largely funded by City funds, which comprises 99.6 percent of the budget.

Headcount

The Department's Fiscal 2022 Preliminary Budget provides for 52 full-time positions across all divisions which is one less than the Fiscal 2021 Adopted Budget. This position is the Commissioner's Area Special Projects Associate which has been eliminated from the budget.

Figure 2: PS Budget and Headcount



Contracts Budget

The following table provides the Department of Cultural Affairs Preliminary Contract Budget for Fiscal 2022.

Table 3: Fiscal 2022 Preliminary Contract Budget

Fiscal 2022 Preliminary Contract Budget					
Category	FY21 Adopted	Contracts	FY22 Preliminary	Contracts	Difference
Telecommunications Maintenance	\$1,481	1	\$1,481	1	\$0
Maintenance and Repairs – General	30,150	1	30,150	1	0
Office Equipment Maintenance	14,591	1	14,591	1	0
Printing Services	440	1	440	1	0
Temporary Services	3,280	1	3,280	1	0
Cleaning Services	34,814	1	34,814	1	0
Payments to Cultural Institutions	57,628,670	651	29,818,106	651	(27,810,564)
Prof. Services - Engineering and Architectural Services	10,000	1	10,000	1	0
Prof. Services – Other	49,000	1	49,000	1	0
TOTAL	\$57,772,426	659	\$29,961,862	659	(\$27,810,564)

The Department’s Contract Budget totals approximately \$30 million in Fiscal 2022, a decrease of 27.8 million or 48.1 percent when compared to the Fiscal 2021 Adopted Budget of \$57.8 million. The contract budget is 20.8 percent of the agency’s total budget for Fiscal 2022. The \$27.8 million decrease is primarily due to Council discretionary funding in Fiscal 2021, which is not included in the Fiscal 2022 Preliminary Budget as well as the one-time additional funding by Administration at adoption of the Fiscal 2021 budget.

Fiscal 2021 Mayors Management Report Highlights

Fiscal 2020 was an historic year with the establishment of the first new member of the CIG in more than twenty years: The Weeksville Heritage Center joined the CIG as its 34th member. Fiscal Year

2020 also marked the first full year of implementation of the Cultural Institutions Group (CIG)'s diversity, equity and inclusion (DEI) plans. These plans, put forward strategies and policies for addressing the lack of diversity within individual institutions' staffs and boards and fostering more equitable and inclusive workplace environments. However the MMR does not include any data on the CIG's diversity, equity and inclusion plans and could be more comprehensive in providing information about the CIGs in general.

Due to the pandemic the agency saw an overall decline in performance targets in the first four months of Fiscal 2021 when compared to the same period in Fiscal 2020. The pandemic reduced the agency's efficiency level in meeting target goals. The agency had to redesign procedures for working remotely, dealt with limited staff capacity and had to incorporate additional City budget expenditure approvals.

- During the first four months of Fiscal 2021, DCLA did not issue any initial grant payments through the Cultural Development Fund (CDF). This delay was in part a result of continued challenges due to COVID-19. However, in June 2020 DCLA notified all Fiscal 2020 CDF grantees of the agency's intention to renew support in Fiscal 2021, allowing organizations to plan their programs. Once the CDF budget was confirmed in November 2020 DCLA confirmed organizations' awards and eligibility for cash flow loans if needed. At this time DCLA has not been notified of any programmatic cancellations because of delayed payments.
- Schools, non-profits, City and State agencies served by Materials for the Arts (MFTA) declined dramatically from 1,257 in the first four months of Fiscal 2020 to 158 in the first four months of Fiscal 2021. MFTA transactions fell from 2,085 in the first four months of Fiscal 2020 to 160 in the first four months of Fiscal 2021. Due to the pandemic that forced the closure of Materials for the Arts (MFTA) and severely limited staff time at the warehouse, transaction processing was deprioritized temporarily since staff could not weigh, value and enter items into the computer system.
- Program organizations awarded CDF payments increased from 987 in the first four months of Fiscal 2020 to 1,033 in the first four months of Fiscal 2021. Organizations working in low-income neighborhoods and areas most affected by COVID-19 received an increase in their Cultural development Fund (CDF) allocations.
- Operating support payments made to Cultural Institutions Group by the 5th day of each month remained at zero percent during the reporting period. DCLA had not met the standard of releasing payments to the CIGs by the 5th of the month due to increased layers of approval for City expenditures as a result of the COVID-19 pandemic.
- Visitors to the Cultural Institutions Group fell from 22.6 million in Fiscal 2019 to 14.9 million in Fiscal 2020
- Capital projects planned that were initiated fell from 110% in Fiscal 2019 to 86% in Fiscal 2020

City Council Priorities

Council Initiatives. The Council funds a diverse array of cultural initiatives that focuses on a wide range of New Yorkers, including young filmmakers, seniors, immigrants and students. The organizations supported by these initiatives, many of which are smaller than those traditionally supported by the City, provide creative and innovative programming that strengthen the diverse fabric of the City through activities such as

Table 4: Fiscal 2021 Council Initiatives

<i>Dollars in Thousands</i>	
Initiative	Amount
Cultural After School Adventure (CASA)	\$14,280
Coalition of Theaters of Color	3,740
Cultural Immigrant Initiative	6,375
Ghetto Film School (GFS) Accelerator Program Model	75
Anti-Gun Violence – Art a Catalyst for Change	612
SU-CASA	1,020
Anti-Poverty/Local/Speaker/Borough	5,794
TOTAL	\$31,896

providing art enrichment to the young and increasing access to the unique cultural offerings of immigrant heritages. With schools and senior centers closed, as a result of the pandemic organizations found creative ways to provide programs digitally but also faced difficulties in implementation. The Council’s funding ensures that the arts remain a central feature of civic and economic life in the City. Appendix F provides a description of each of the initiatives listed on Table 4 and details can also be found in Schedule C in the Council’s website at <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2020/06/Fiscal-2021-Schedule-C-Cover-REPORT-Final.pdf>

One-Time Administration Funding at Adoption. At the urging of the Council, the Administration added approximately \$20.2 million to the Adopted Fiscal 2021 Budget. The funding included \$6.9 million for the Cultural Institution Group (CIG), \$12.6 million for Cultural Development Fund (CDF), Covid Relief, Arts Education and Impact Grants, \$446,000 in Energy Grants and \$263,550 in CreateNYC initiatives. This funding is not included in the Fiscal 2022 Preliminary Budget.

Capital. In the Fiscal 2022 Preliminary Plan, DCLA has a total of 440 active projects for 222 organizations with a value of \$1.1 billion. Of the \$1.1 billion, Council funded projects add up to \$451.2 million.

Recent Legislation related to Pandemic.

- Local Law 86 of 2020 requires the DCLA to publish information on COVID-19 reopening plans and resources for art and cultural institutions in New York City. These are available on DCLA's website under "Reopening Resources": <https://www1.nyc.gov/site/dcla/resources/reopeningresources.page>.
- Local Law 7 of 2021 mandates the creation of a website to provide information on open spaces designated by the City for art and cultural programming, facilitate the use of such space by art and cultural institutions and allow users to search for such open space on a map.
- Local Law 8 of 2021 requires the City to create an “Open Culture” program to allow art and cultural institutions or cultural venues to use approved open space for artistic or cultural events.

COVID-19 Pandemic

The sudden and complete disruption of New York City’s cultural institutions and community as a result of COVID-19 was unprecedented and breathtaking. Many organizations had to do major layoffs

to be able to continue to exist. In addition to cash flow issues, many organizations were unprepared for this crisis in terms of having the adequate infrastructure in place to address it. Organizations saw an unprecedented demand for an online presence and enhanced their digital infrastructure.

The Department of Cultural Affairs conducted a survey of the cultural community last spring. It captured the earliest weeks of the pandemic. The agency specifically earmarked funding for arts education in two ways.

- First through increased funding to 25 arts education groups and second, funding for the Arts Educator Emergency Relief Fund, established by the Arts in Education Roundtable earlier this year. The New York City Arts in Education Roundtable is receiving \$375,000 through the Cultural Development Fund for the Arts Educator Emergency Relief Fund in Fiscal 2021. The Arts Educator Emergency Relief Fund includes contributions from the New York Community Trust and Booth Ferris Foundation and provided unrestricted grants to hundreds of arts education professionals who were hardest hit by the COVID-19 crisis.
- Additionally, more than 600 groups working in low-income neighborhoods and areas most affected by COVID-19 saw an increase in their Cultural development Fund (CDF) allocations. The five local arts councils also saw a boost in funding, which will be passed along to individual artists and smaller nonprofits.

Unified advocacy resulted in inclusion of \$15 billion for 'Save our Stages' in the most recent stimulus Plan passed by Congress. The Save our Stages Act provides grants to eligible live venue operators, producers, promoters, and talent representatives to address the economic effects of the COVID-19 and \$15 billion for arts and culture. The City has not yet received funding from the new measures as the actual grant awards are still to be determined. The funding will possibly not just be for non-profit organizations and will include for-profit independent venues, Broadway theaters, movie theaters, as well as operators, promoters and producers. It is also yet to be determined if the funds will flow through the City's budget or go directly to organizations.

The City launched Curtains Up NYC, an initiative which will provide webinars three times a week that will review the Shuttered Venues Operators Grant program (also known as Save our Stages Act) and the application process. Trained counselors are also available for virtual, one-on-one sessions. Services are free and began on February 10, 2021.

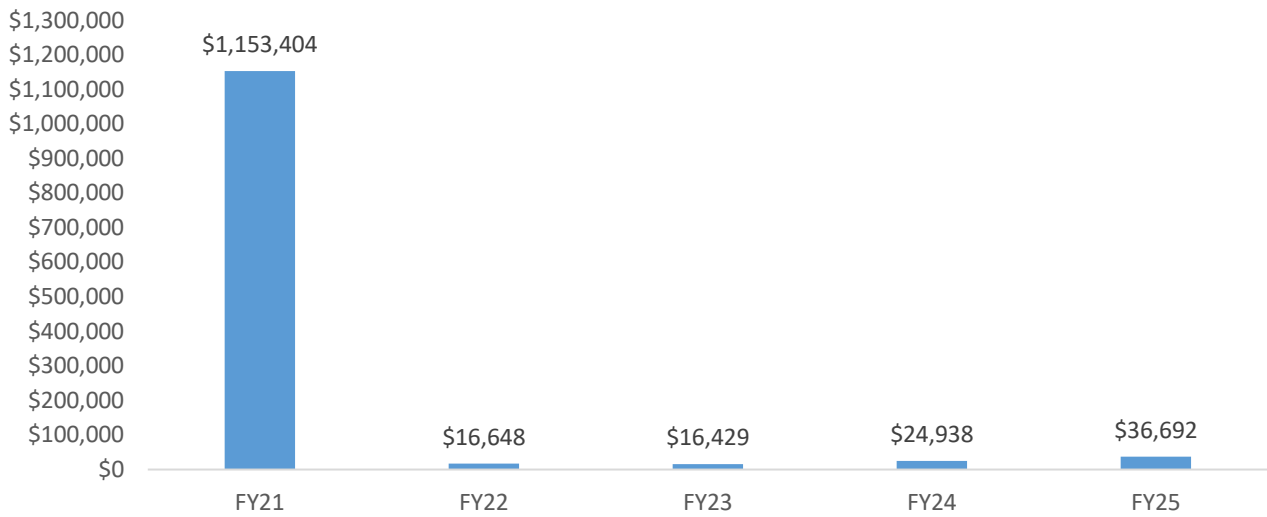
Fiscal 2022 Preliminary Budget: Capital

This section will provide an overview of the Commitment Plan, Capital Budget and the Ten-Year Strategy for the Department of Cultural Affairs (DCLA). Each one of these documents should support and be well integrated with one another to properly execute the City's capital projects, as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, as well as the overall feasibility of DCLA's capital program.

Fiscal 2022 – Fiscal 2025 Preliminary Capital Budget

The Capital Budget provides the available appropriations for Fiscal 2021 and planned appropriations for Fiscal 2022 to Fiscal 2025. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less than the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2021 or the amount of funding that may be reauthorized or rolled into Fiscal 2022 in the Executive or Adopted Budget. This report provides an overview of the Capital Budget and Commitment Plan for DCLA.

Figure 3: Fiscal 2021 Available Appropriations and FY22-25 Capital Budget (dollars in thousands)



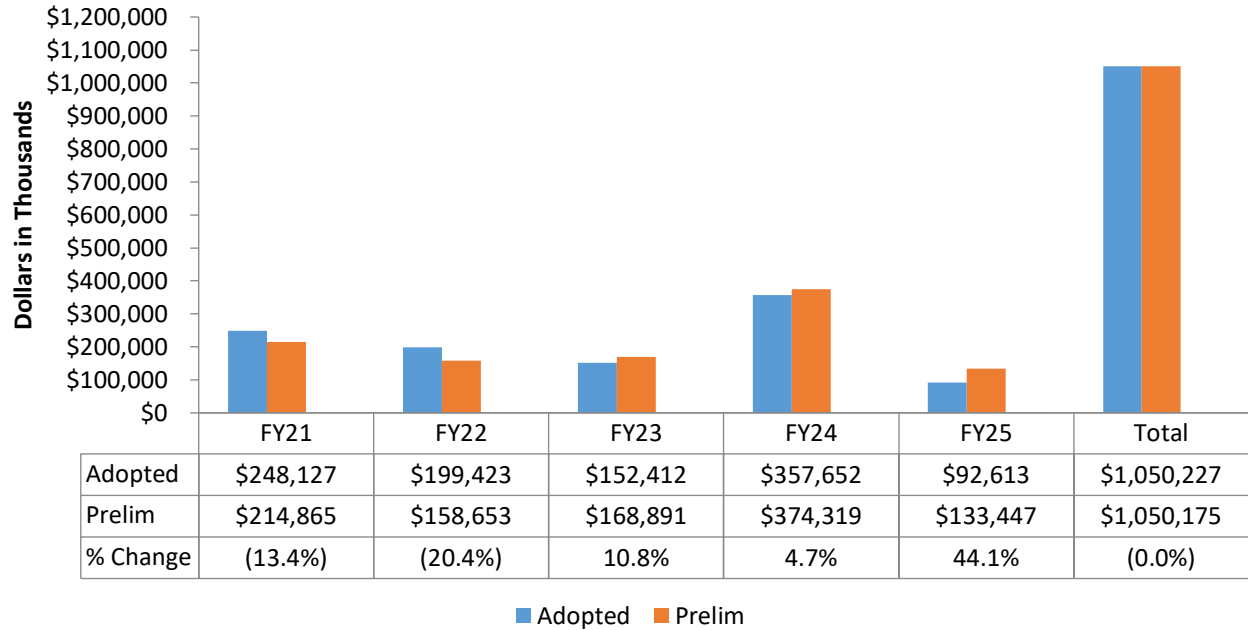
As shown in Figure 3, the Department of Cultural Affairs’ Fiscal 2022 Preliminary Capital Budget includes \$94.7 million in Fiscal 2022-2025. This represents less than one percent of the City’s total \$53.6 billion Capital Budget for 2022-2025. DCLA’s Fiscal 2022 Preliminary Capital Budget is an estimate of the additional appropriations needed in addition to the projected excess appropriations for Fiscal 2021 to fully fund the Department’s capital projects planned for next year. As of November 2020, DCLA had \$1.2 billion in available appropriations for Fiscal 2021. The Preliminary Budget proposes additional appropriations in Fiscal 2022 of \$16.6 million. The \$1.2 billion in available appropriations in the current year when compared to \$94.7 million combined for Fiscal 2022-2025 implies that the agency has historically front loaded its plan and now it has so much appropriations in the current year that there is little need for new appropriations moving forward. If DCLA adjusted its planning to reflect reality this issue would gradually right itself.

Typically, DCLA does not add capital funds during the Preliminary and Executive Budget with most of its final changes coming at adoption with large additions from both the Council and the Mayor. However, unlike in years past, there were no Mayoral additions to the Adopted Capital Budget for cultural organizations at Fiscal 2021 Adoption. The Preliminary Budget proposes very modest new appropriations, as is the routine.

Preliminary Commitment Plan for Fiscal 2021-2025

The Department of Cultural Affairs Preliminary Commitment Plan includes \$1.1 billion in Fiscal 2021-2025. This represents approximately 1.3 percent of the City’s total \$84.1 billion Preliminary Commitment Plan.

Figure 4: DCLA Commitment Plan



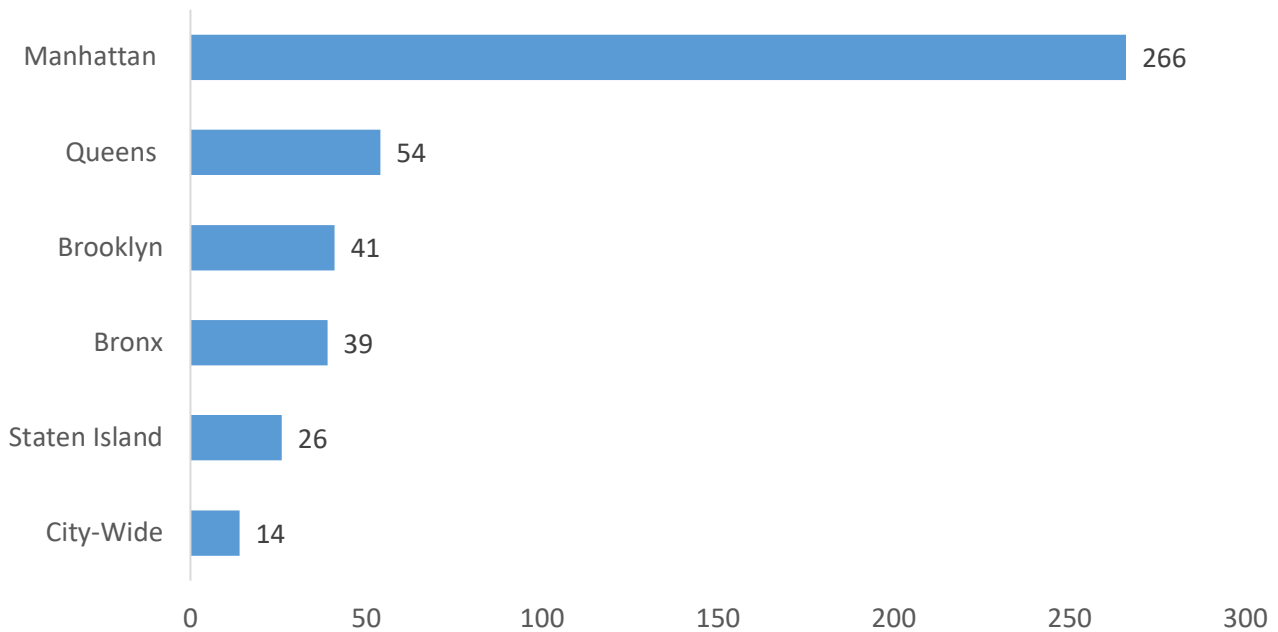
The total planned commitments for the DCLA remain essentially unchanged from the Adopted Fiscal 2021 Commitment Plan, with a net decrease of \$52,000, as illustrated in Figure 4. The Preliminary Plan does, however, push commitments for this year and next into the later years of the Plan. Based on previous performance, it is unlikely that DCLA will meet the commitment target laid out in the Preliminary Plan.

In Fiscal 2017, DCLA committed \$147.4 million or 27.2 percent of its annual capital plan of \$542 million. In Fiscal 2018, the Department committed \$75.4 million or 21.2 percent of its \$358.7 million plan. In Fiscal 2019 the Department committed \$216.9 million or 54.8 percent of its \$395.7 million plan. Fiscal 2019’s high commitment rate was due to a few large project registrations. In Fiscal 2020 the agency committed \$126.5 million or 43.3 percent of its annual commitment plan of \$292.2 million. The lower commitment rate in Fiscal 2020 can be partially attributed to COVID19 which caused a temporary halt to capital projects. During the pandemic, there were no projects in the portfolio of DCLA that were deemed essential to health and safety and hence allowed to continue.

The agency initiates projects in the order in which they are received and determined ready to proceed. Currently, DCLA is working to restart all projects with funding allocated in Fiscal 2020 and prior years that were put on pause as a result of the pandemic. After which, they will initiate the Fiscal 2021 funded projects that are ready to proceed.

Appendix E breaks out the active projects by borough and includes the number of organizations and funding amount in the capital plan for these projects. As illustrated in Figure 5, Manhattan has the largest number of projects followed by Queens. In the Fiscal 2022 Preliminary Plan, DCLA has a total of 440 projects for 222 organizations with a value of \$1.1 billion

Figure 5: DCLA Total Projects by Borough



2022 Preliminary Capital Budget Highlights

Below is a description of some capital projects of interest in the Fiscal 2022 Preliminary Capital Commitment Plan for Fiscal 2021- 2025.

- **WCS New York Aquarium.** The Fiscal 2022 Preliminary Capital Plan includes \$112.6 million in Federal and City funding for Fiscal 2021 through Fiscal 2025 for restoration of the New York Aquarium. The Aquarium experienced severe flooding and damage from the storm surge associated with Hurricane Sandy in 2012 and has been only partially open since 2013. The goal of this project is to restore the Aquarium to its pre-Sandy state with mitigation features.

The Wildlife Conservation Society (WCS), which is managing this project pursuant to an agreement between WCS, DCLA and the NYCEDC, is targeting completion of publicly accessible spaces in 2021 and anticipates that all back-of-house spaces will be complete by the end of 2024. FEMA funding is expected to reimburse the City for 90 percent of the cost of eligible work. City funds are being administered by the NYCEDC.

- **Queens Botanical Garden (QBG) Education Center.** The Fiscal 2022 Preliminary Capital Plan includes \$24.5 million in City funding for Fiscal 2021 through Fiscal 2025 for the design and construction of Queens Botanical Garden Education Center. This project includes design and construction of a new 14,000-16,000 square foot education building and surrounding landscapes that will include adjacent plazas, garden landscapes, and amenities. The education building plan includes a teaching kitchen and teaching greenhouse, indoor and outdoor classrooms, and an office space for education staff.

This project is a DDC managed design and construction project and is currently in the design development phase with a scheduled design completion in late fall of 2021 and a proposed construction start in fall of 2022.

- **Snug Harbor Cultural Center Music Hall.** The Fiscal 2022 Preliminary Capital Plan includes \$2.42 million in City funding for Fiscal 2021 through Fiscal 2025 for renovation of The Snug

Harbor Cultural Center (SHCC) and Botanical Garden's Music Hall. The Snug Harbor Cultural Center and Botanical Garden's Music Hall is undergoing a \$14 million renovation of the main hall and the construction of a new back-of-house annex. This renovation will give the hall maximized operational efficiency and theatrical performance flexibility. The project will enable greater access to the stage, orchestra pit and dressing rooms for full ADA compliance. The project will accommodate larger scaled modern performances and events, as well as create a brand-new community room for public gatherings and receptions.

The project was greenlit to restart construction in fall 2020 and DDC staff have informed DCLA and SHCC that the substantial completion date is scheduled for October 2021.

- **Bronx Museum of the Arts.** The Fiscal 2022 Preliminary Capital Plan includes \$19.4 million in City funding for Fiscal 2021 through Fiscal 2025 for the Bronx Museum of the Arts. This project will renovate and upgrade the South Wing Atrium and its underused spaces to create expanded program areas and improve visitor circulation between the Bronx Museum's older South Wing and more modern North Wing. Design and construction of the project will be managed by the New York City Economic Development Corporation (NYCEDC).
- **Nuyorican Poets Cafe.** The Fiscal 2022 Preliminary Capital Plan includes \$19.1 million in City funding for Fiscal 2021 through Fiscal 2025 for the Nuyorican Poets Café. This project involves the complete exterior rehabilitation and interior renovation of the existing facility located at 236 East Third Street. The interior renovation includes new dressing rooms, bathrooms, MEP in the basement, upgraded performance space on the first and fourth floors, additional performance space, classrooms and an expanded office on the second and third floors. The build out of each floor will include installation of an HVAC system, plumbing, restrooms, electrical systems, an elevator and stair towers.

The project is managed by DDC and progressed through design development before being put on hold due to COVID 19. The project was greenlit to restart design in winter 2020 and DDC will shortly submit a Certificate to Proceed to OMB to cover an increase in design fees.

Preliminary Ten-Year Capital Strategy Fiscal 2022-2031

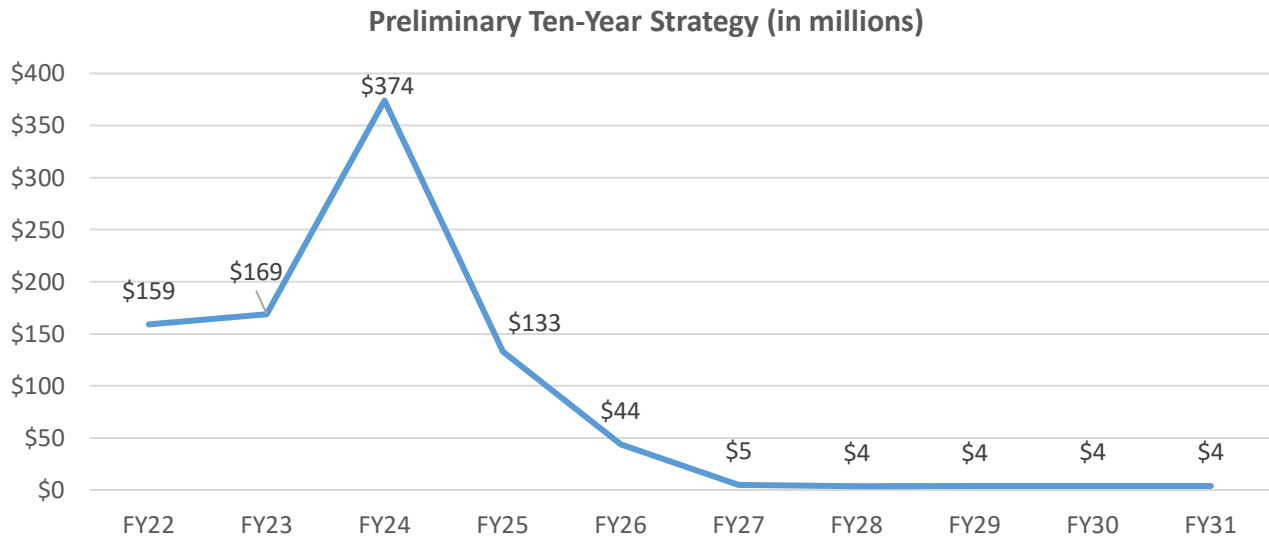
The Ten-Year Strategy is the City's long term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter.

The City's Ten-Year Strategy totals \$118.8 billion (all funds), which is \$1.9 billion larger than the \$116.9 billion Fiscal 2020-2029 Ten-Year Strategy. The Strategy provides information on the comprehensive infrastructure planning that the City undertakes and explains the connection between capital investment and strategic priorities. It is designed to help prioritize investment decisions across all capital agencies and communicate to the public an integrated approach to capital planning across infrastructure types, in line with the growth of the City.

For the Department of Cultural Affairs, the Ten-Year Strategy provides \$900.5 million in Fiscal 2022–2031 for capital construction and reconstruction projects. This is \$133.9 million greater than the \$766.6 million in the final Ten-Year Capital Strategy for the agency the last time it was released in Fiscal 2020 for the period Fiscal 2020-2029.

DCLA's portfolio includes over 9.8 million gross square feet of space in City-owned buildings operated by the CIG and other cultural organizations under DCLA's jurisdiction, many of which are landmarks.

The agency has a robust capital program at both City-owned and privately-owned sites and is currently funding more than 413 capital projects on behalf of approximately 214 arts organizations, representing a cultural capital investment of \$900.5 million.



As illustrated in the chart above, the Ten-Year Capital Strategy contains almost all of its capital spending in the first four years. Unfortunately, this planning pattern is repeated in many other City agencies Ten-Year Strategies. The above spending plan essentially cuts capital spending to almost nothing for six out of the ten years of the plan. Hopefully, this Ten-Year Strategy this does not reflect accurately how the funds will be used.

The Department’s capital funding is divided into three categories of needs as illustrated by the chart below.

Figure 6: Fiscal 2022-2031 Preliminary Ten-Year Capital Strategy

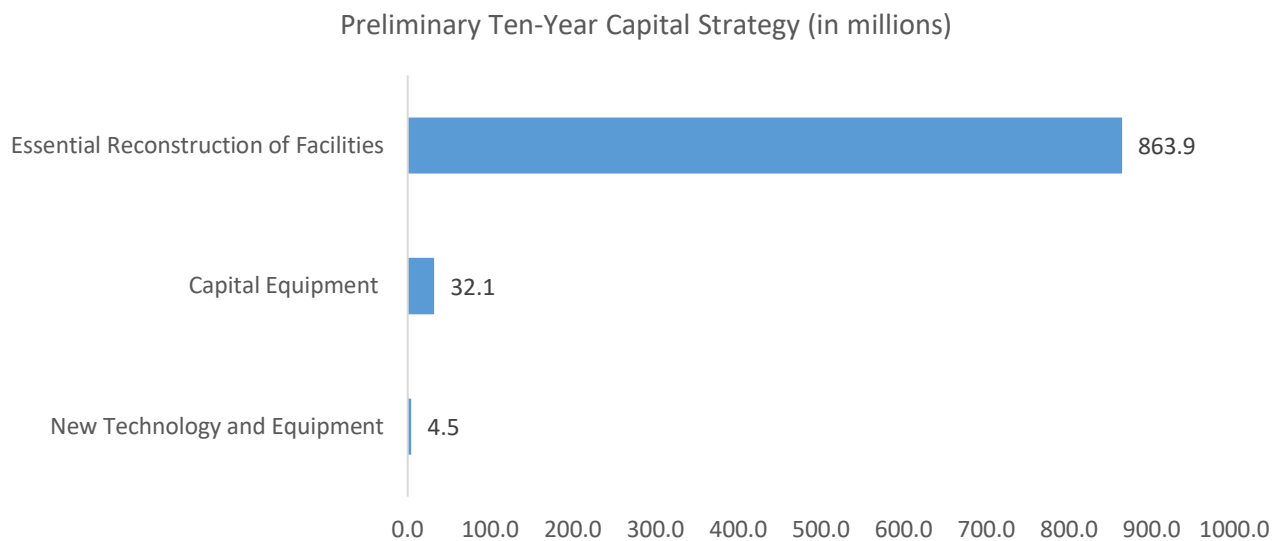


Table 5: DCLA Ten-Year Capital Strategy by Category - Fiscal Years 2022-2031

<i>Dollars in Thousands</i>	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Capital Equipment	\$4,970	\$6,487	\$13,143	\$6,698	\$812	\$0	\$0	\$0	\$0	\$0	\$32,110
Essential Reconstruction of Facility	153,507	162,404	361,175	122,437	42,941	5,042	3,869	4,024	4,185	4,352	863,936
New Technology and Equipment	176	0	1	4,312	0	0	0	0	0	0	4,489
TOTAL	\$158,653	\$168,891	\$374,319	\$133,447	\$43,753	\$5,042	\$3,869	\$4,024	\$4,185	\$4,352	\$900.5

Highlights of the Preliminary Ten-Year Capital Strategy

The agency is investing \$900.5 million in capital support for the nonprofit cultural community to increase public service, provide greater access for the disabled, enhance exhibition and program space, better maintain and preserve historic buildings and increase protection of botanical, zoological and fine art collections.

Approximately \$1.7 billion of City funds were committed from 2010 through 2020 for the reconstruction, modernization, and expansion of these facilities, in addition to \$214.9 million planned in 2021.

- **Bronx Museum of the Arts.** An investment of \$19.5 million for the South Wing atrium renovation.
- **New York Botanical Garden.** An investment of \$10.4 million for the renovation of the worker's operation center.
- **Brooklyn Botanic Garden.** An investment of \$5.3 million for the construction of a sustainable gardening center.
- **Staten Island Zoo.** An investment of \$8.8 million for the restoration of Clove Road visitor center.
- **MoMA PS1.** An investment of \$18.5 million for various upgrades, improvements and acquisitions.
- **Metropolitan Museum of Art.** An investment of \$31.6 million for the skylights replacement.
- **Queens Museum.** An investment of \$14.7 million for Phase II of the Queens Museum expansion project.
- **Snug Harbor Cultural Center.** An investment of \$23.6 million for various upgrades and improvements.
- **Queens Botanical Garden.** An investment of \$24.5 million for the construction of an education center.
- **Public Theater.** An investment of \$27.7 million for renovation of the Delacorte Theater.
- **South Street Seaport Museum.** An investment of \$5.9 million for Phase II of the restoration of the historic ship Wavertree.
- **Bronx Zoo.** An investment of \$10.6 million for the construction of the wildlife exhibit center.
- **Staten Island Museum.** An investment of \$10.3 million for the construction of a geo-thermal heating and cooling system.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY21			FY22		
	City	Non-City	Total	City	Non-City	Total
DCLA Budget as of the Fiscal 2021 Adopted Budget	\$188,903	\$525	\$189,428	\$148,455	\$525	\$148,980
Other Adjustments						
City Services Corps (DCA)	(\$20)	\$0	(\$20)	\$0	\$0	\$0
Energy Personnel	0	125	125	0	0	0
ExCEL Projects	0	4,204	4,204	0	0	0
Labor Savings - Managerial and OJ Titles	(37)	0	(37)	0	0	0
CC Member Items Reallocation	(106)	0	(106)	0	0	0
Lease Adjustment	5	0	5	0	0	0
Put Up CADP Funds	0	239	239	0	0	0
Total Other Adjustments	(\$158)	\$4,567	\$4,410	\$0	\$0	\$0
Savings Program						
Hiring Freeze	(\$64)	\$0	(\$64)	(\$85)	\$0	(\$85)
City/Federal funding swap	(500)	500	0	0	0	0
Hiring and Attrition Management	(64)	0	(64)	0	0	0
Lease adjustment	(159)	0	(159)	0	0	0
One year reduction to CreateNYC Funding	0	0	0	(4,711)	0	(4,711)
Programmatic funding adjustment	(410)	0	(410)	0	0	0
Total Savings Program	(1,197)	500	(697)	(4,796)	0	(4,796)
TOTAL, All Changes	(\$1,355)	\$5,067	\$3,713	(\$4,796)	\$0	(\$4,796)
DCLA Budget as of the Fiscal 2022 Preliminary Budget	\$187,548	\$5,592	\$193,141	\$143,659	\$525	\$144,183

B: Organizations on City Property receiving utility grants

Cultural Organization	Amount Received in Fiscal 2021
Aaron Davis Hall, Inc.	\$60,000
BRIC ARTS MEDIA BKLYN, INC.	\$230,000
Bronx River Art Center, Inc.	\$50,000
Clemente Soto Velez Cultural and Educational Center, Inc.	\$94,000
Dance Theatre of Harlem, Inc.	\$70,000
Louis Armstrong House	\$6,000
Mabou Mines Development Foundation, Inc.	\$35,000
Movement Research, Inc.	\$30,000
Performance Space 122	\$75,000
Pregones Touring Puerto Rican Theatre Collection, Inc.	\$15,000
Theater for a New Audience	\$110,000
Urbanglass New York Contemporary Glass Center Inc.	\$230,000

C: Program Areas

Office of the Commissioner

Office of the Commissioner						
<i>Dollars in Thousands</i>						
	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
Spending						
Personal Services						
Additional Gross Pay	\$110	\$59	\$5	\$5	\$5	\$0
Full-Time Salaried - Civilian	4,241	4,420	4,352	4,292	4,364	12
Overtime - Civilian	0	6	0	0	0	0
P.S. Other	0	0	0	0	0	0
Unsalaries	572	717	559	859	559	0
Subtotal	\$4,924	\$5,202	\$4,917	\$5,157	\$4,929	\$12
Other Than Personal Services						
Contractual Services	\$31	\$43	\$85	\$82	\$85	\$0
Contractual Services - Professional Services	61	26	59	59	59	0
Fixed & Misc. Charges	1	0	0	0	0	0
Other Services & Charges	1,668	1,598	23,191	2,765	1,655	(21,536)
Property & Equipment	10	2	106	57	106	0
Supplies & Materials	62	73	45	45	45	0
Subtotal	\$1,832	\$1,741	\$23,487	\$3,009	\$1,951	(\$21,536)
TOTAL	\$6,756	\$6,943	\$28,404	\$8,166	\$6,879	(\$21,524)
Funding						
City Funds			\$27,985	\$7,078	\$6,460	(\$21,524)
Capital- IFA			249	249	249	0
State			3	3	3	0
Federal - Community Development			154	154	154	0
Federal - Other			0	500	0	0
Intra City			13	181	13	0
TOTAL	\$6,756	\$6,943	\$28,404	\$8,166	\$6,879	(\$21,524)
Budgeted Headcount						
Full-Time Positions - Civilian	52	51	53	49	52	(1)
TOTAL	52	51	53	49	52	(1)

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

Cultural Programs

Cultural Programs						
<i>Dollars in Thousands</i>						
	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
Spending						
Other Than Personal Services						
Contractual Services	\$45	\$0	\$0	\$0	\$0	\$0
Contractual Services - CIGs	70,930	80,874	57,629	58,073	29,818	(27,811)
Fixed & Misc. Charges	114	452	0	0	0	0
Fixed & Misc. Charges - CIGs	0	0	210	8,949	0	(210)
Other Services & Charges	843	251	100	3,948	500	400
TOTAL	\$71,887	\$81,577	\$57,939	\$70,971	\$30,318	(\$27,621)
Funding						
City Funds			\$57,833	\$70,626	\$30,212	(\$27,621)
Federal - Community Development			106	344	106	0
TOTAL	\$71,887	\$81,577	\$57,939	\$70,971	\$30,318	(\$27,621)

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

Cultural Institutions

Cultural Institutions						
<i>Dollars in Thousands</i>						
	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
Spending						
Other Than Personal Services						
American Museum of Natural History	\$17,499	\$17,774	\$15,833	\$17,480	\$15,723	(\$110)
Brooklyn Academy of Music	2,906	2,917	2,700	2,810	2,681	(19)
Brooklyn Botanical Garden	4,786	4,947	3,918	4,154	3,855	(63)
Brooklyn Children's Museum	2,288	2,284	1,850	2,252	1,830	(20)
Brooklyn Museum	8,438	8,639	7,906	9,180	7,901	(5)
Metropolitan Museum of Art	25,981	20,652	17,880	18,675	23,937	6,058
Museum of the City of New York	1,896	1,790	1,579	1,929	1,579	(0)
New York Botanical Garden	7,765	7,894	6,723	7,189	6,560	(163)
New York Hall of Science	2,061	2,022	1,893	2,147	1,892	(1)
New York Shakespeare Festival	1,135	1,206	1,054	1,096	1,054	0
Other Cultural Institutions	22,838	22,828	19,221	22,090	17,974	(1,247)
Queens Botanical Garden	3,535	2,924	1,129	1,402	993	(137)
SI Institute of Arts & Sciences	1,151	1,183	904	1,070	894	(10)
Snug Harbor Cultural Center	3,312	3,203	1,766	2,120	1,757	(9)
Staten Island Historical Society	936	1,014	717	900	671	(46)
Staten Island Zoological Society	1,777	1,863	1,516	1,790	1,385	(131)
Studio Museum in Harlem	929	766	527	678	527	0
Wave Hill	1,486	1,576	1,244	1,452	1,243	(1)
Wildlife Conservation Society	15,680	15,856	14,727	15,593	14,530	(197)
TOTAL	\$126,400	\$121,340	\$103,085	\$114,004	\$106,986	\$3,901
Funding						
City Funds			\$103,085	\$109,844	\$106,986	\$3,901
Intra City			0	4,161	0	0
TOTAL	\$126,400	\$121,340	\$103,085	\$114,004	\$106,986	\$3,901

*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Preliminary Budget.

D: List of Cultural Institution Groups (CIGs)

#	Cultural Organization	Year Founded	Year Incorporated
1	American Museum of Natural History	1869	1869
2	American Museum of the Moving Image	1984	1984
3	EL Museo del Barrio	1969	1071
4	Bronx County Historical Society	1955	1955
5	Bronx Museum of the Arts	1971	1972
6	Brooklyn Academy of Music	1861	1969
7	Brooklyn Botanic Garden Corporation	1910	1977
8	Brooklyn Children's Museum	1899	1979
9	Brooklyn Institute of Arts and Sciences	1890	1890
10	Carnegie Hall Corporation	1960	1960
11	Flushing Council on Culture and the Arts	1979	1983
12	Jamaica Center for Arts & Learning, Inc.	1972	1978
13	Lincoln Center for the Performing Arts, Inc.	1956	1956
14	Metropolitan Museum of Art	1870	1870
15	Museum of Jewish Heritage – A Living Memorial to the Holocaust	1981	1981
16	Museum of the City of New York	1923	1923
17	New York Botanical Garden	1891	1891

#	Cultural Organization	Year Founded	Year Incorporated
18	New York City Ballet	1948	1977
19	New York City Center	1943	1976
20	New York Hall of Science	1964	1964
21	New York Shakespeare Festival	1954	1954
22	P.S.1 Contemporary Art Center, Inc.	1971	1972
23	Queens Botanical Garden Society, Inc.	1946	1946
24	Queens Museum of Art	1972	1972
25	Queens Theatre in the Park, Inc.	1972	1989
26	Snug Harbor Cultural Center & Botanical Garden, Inc.	1975	1976
27	Staten Island Children's Museum	1974	1974
28	Staten Island Historical Society	1856	1856
29	Staten Island Institute of Arts and Sciences	1881	1918
30	Staten Island Zoological Society, Inc.	1933	1934
31	Studio Museum in Harlem	1967	1967
32	Wave Hill	1965	1965
33	Wildlife Conservation Society (NY Aquarium and Bronx Zoo)	1896/1895	1896/1895
34	Weeksville Heritage Center	1974	1974

E: Active Projects

Borough	Total Projects	Total Organizations	Amount in Plan
Bronx	39	14	\$104,366,000
Brooklyn	41	46	292,271,000
Manhattan	266	125	442,840,000
Queens	54	19	144,447,000
Staten Island	26	11	67,948,000
City-Wide	14	7	48,374,000
TOTAL	440	222	\$1,100,246,000

F: Fiscal 2021 Council Initiatives

Cultural After School Adventure (CASA)

Funding for this initiative supports after-school programs that partners with cultural programs and institutions to provide arts enrichment City-wide. CASA ensures that public school students across the five boroughs are provided with quality arts and cultural programming during after-school hours. This initiative was launched in Fiscal 2006 and has grown in both the number of organizations funded, as well as total designations over the years. Each Council Member designated organizations at thirteen schools for Fiscal 2020.

Coalition of Theaters of Color

The Coalition of Theaters of Color (CTC) was founded in 2004 to address inequitable funding for theatrical institutions of color. Funding supports the operations and programming of various theaters and cultural organizations, primarily in communities of color throughout New York City. Funding was distributed to organizations, who received funding based on their operating income, and history in the program.

Cultural Immigrant Initiative

This initiative was launched in Fiscal 2015. Funding for this initiative supports cultural organizations to provide programming focused on the cultural history or traditions of immigrant communities in New York City. In addition, this initiative increases access to unique cultural offerings that focus on immigrant heritages. Organizations are designated by each Council Member.

Ghetto Film School (GFS) Accelerator Program Model

This initiative was launched in Fiscal 2016. Funding in Fiscal 2021 is supporting the NY Talent Pipeline, an artistic and development program that enables emerging talent to explore and better navigate professional opportunities across film, television, and advertising in New York City.

Anti-Gun Violence – Art a Catalyst for Change

This initiative was launched in Fiscal 2016. Funding for this initiative supports the use of arts as a means to engage, organize and mobilize communities in the public awareness and conflict mediation surrounding gun violence. This initiative is part of funding allocated towards a variety of public safety initiatives and programs that support the Council’s efforts towards the provision of public safety and awareness across the City.

SU-CASA

This initiative was launched in Fiscal 2016. Funding for this initiative provides senior centers per Council district with arts programming activities which include a choice of music, dance, painting or crafts. Disciplines funded in Fiscal 2021 cover a wide range, including ceramics, puppet movement, singing, quilting, improvisational theater, and storytelling. Council Members chose senior centers in their district, which were then matched by DCLA with artists and organizations selected for this initiative.