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What are the effective methods for artists to seamlessly contribute to the community development field, and ultimately, advance the results in communities of color nationwide?

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LOS ANGELES, CA

Rose Fellowship 2019 – 21



Our Journey

Little Tokyo Service Center "LTSC" is a social service and community economic development organization based in Little Tokyo serving those in need in Los Angeles. The mission is to provide a broad array of social welfare and community development services to assist low income and other persons in need, contribute to community revitalization and cultural preservation in Little Tokyo and among the broader Japanese community in the Southland, and to provide such resources to other low-income communities. LTSC serves AAPI in Los Angeles and Orange Counties, as well as residents of all ethnic backgrounds in Little Tokyo and surrounding areas of Central and Downtown Los Angeles. LTSC serves individuals, families, working poor, children from age 5 weeks, youth and seniors. LTSC clients are 10% African American 30% Latino and 60% Asian American. 90% are low-to-moderate income.

As an organization dedicated to promoting positive social change in Little Tokyo and beyond, LTSC is exploring how art and culture can enrich its work. +LAB is a bold new initiative that allows LTSC to join forces with artists and cultural institutions to find imaginative ways to empower the Little Tokyo community. +LAB works beyond LTSC's traditional community development model by incorporating arts and cultural processes into its work. +LAB does this by exploring new creative solutions; co-creating with artists and arts organizations; supporting creative and arts-based projects;

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Learn about LTSC's impact [HERE](#)

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and cultivating stronger relationships with artists and local arts/cultural organizations. +LAB has completed projects that have advanced LTSC's community development goals. These projects include the following:

1. Takachizu (www.takachizu.org) was a pop-up community exhibit that +LAB designed to protect and grow the treasures of Little Tokyo. Takachizu was a launch for +LAB to activate experimental and creative community development projects.
2. In the summer of 2018, four artists from multiple disciplines collaborated with Little Tokyo arts organizations to create artworks and projects promoting community engagement and creative placemaking strategies around the broad theme of "Community Control and Self Determination." The artists-in-residence were hosted by local arts organizations. Integrating art and community development in this inaugural residency provided the opportunity to empower Little Tokyo, increase accessibility, and sustain its core identity. (www.ltsc.org/artist-residency/)
3. 341 FSN is a collaborative and experimental space designed to explore community control and self determination. Located in Little Tokyo and specifically on the historic First Street North, this space, a former storefront in the Daimaru Hotel, is now a central hub for neighborhood and community engagement. Partnering organizations are hosting events in the space to engage the community and achieve +LAB's community development goals. (sustainablelittletokyo.org/projects/341 & www.ltsc.org/341-fsn/)

Organizational Culture

LTSC has a long-standing history of collaborating with artists, cultural bearers, and cultural institutions. We are exploring the intersection of arts and culture with community development by using creative strategy to achieve community development results while also thinking about deep partnerships with artists in non-traditional roles, and contemplating the role of arts/creative practice in problem solving. Cultural sustainability and cultural strategies to support community development is a core way of working for LTSC.

The organizational culture has evolved to incorporate arts and culture into our everyday work across departments. Using innovative arts-based strategies and solutions to achieve our goals and strengthen cohesion among staff is an integral part of this evolution. This significant shift in organizational approach marks a vision that includes deeper collaborative work with local organizations and artists as well as staff. There is a lot of interest in innovation and doing things differently driving us to establish a workplace environment that is conducive to this. A framework is being devised to serve as a method for cultivating innovation between departments to better unearth and implement new ideas.

The impact on our work and organizational culture from working directly with artists for the past 3 years has led us to hiring an Embedded Artist to facilitate this shift of organizational culture. The

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Rose Fellow would be woven into the fabric of LTSC through the foundation established by our work with the Embedded Artist and the establishment of a "Creative Strategies Team". The Embedded Artist will help steward collaborative, interdepartmental processes that are focused on improving the ability for staff to respond to each other along with community needs, priorities, and desires. We believe this will further develop a work culture of innovation, experimentation, openness, and creativity among staff and thus a fertile environment for the Rose Fellow to enter with ease.

Theresa Hwang will serve as a mentor to the Rose Fellow. She is a community-engaged architect based in Los Angeles, CA and founder of Department of Places, a civic engagement practice that uses the power of participatory design and creative placemaking to strengthen low-income communities of color. She has served as a technical expert for LTSC's creative placemaking work since January 2016 and has been critical in crafting the framework that exists now as well as what is being developed. She is extremely familiar with LTSC, +LAB, and the organization's cultural evolution as she helped design it. Furthermore, as a former Rose fellow, Theresa also has a deep understanding of the core values of this fellowship. This makes Theresa the ideal person to support incorporation of the fellow into LTSC's organizational culture.

Our Challenge

LTSC's vision is that Little Tokyo should be a neighborhood that supports low-income people of color, small businesses, and sustains the legacy of the Japanese American community. We take a multi-pronged approach to fighting for that vision that includes social services, development, organizing, and community planning, and involves residents across a diversity of incomes, small businesses, and allies across the region.

Little Tokyo has a long history of weathering external threats and pushing back with strong community organizing. However, the next two years are critical for several reasons.

- Construction of the Regional Connector will result in LA County's 2nd busiest transit hub being placed in Little Tokyo
- The last 3 city-owned parcels of land (about 6 acres collectively) in Little Tokyo are projected to become available for development
- City of LA is planning a massive transformation of the Civic Center -City of LA Planning Department is updating its community plans and re-vamping its zoning code

Each of these represents an opportunity to realize our vision for the neighborhood. Conversely, they are an existential threat if we do not engage adequately. Our plan is for the Rose Fellow to

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Learn about Little Tokyo, Los Angeles, CA [HERE](#)



work with our organizing and planning staff to engage a broader section of the community than we have traditionally reached and to work with all stakeholders to deepen their engagement.

Arts and culture has been an integral part of the Little Tokyo community since its inception. There is a rich tradition of cultural and artistic practices –all of which have shaped Little Tokyo into the vibrant neighborhood that it is today. More recently, LTSC has begun to explore the possibilities of supporting artists within the organization. In 2018, we piloted a 3-month artist residency during which time civic artists worked closely with local organizations on projects that focused on issues of community self-determination. We have also utilized a vacant storefront in the heart of Little Tokyo as an experimental space to explore how artistic strategies can impact many of our community development goals – and those of our local partners.

Given our community's long relationship with arts and culture and LTSC's deep partnerships with artists and cultural institutions, we are thrilled to partner with Enterprise to create a full-time position for an artist over the next two years. Our experience has allowed us to understand the possibilities of expanding the roles of artists on our staff when we can create a supportive environment that is deeply connected to the community – while providing a flexible framework for creative expression to allow artists to explore their role and possibilities for their work. A partnership with Enterprise will allow us to explore the most effective way for artists to seamlessly contribute to the community development field – which we hope will ultimately advance this work in communities of color nationwide.

Work Plan

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021) Note: Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

Design Excellence Projects:

Project 1 ○ ----- ●

Work with LTSC's community planning staff to develop creative engagements (ie. workshops or other interventions) designed to engage low-income people

Project Goal

Improve our communities through an enriched community participatory development practice.

Project 2 ○ ----- ●

Partner with Sustainable Little Tokyo (SLT)'s Real Estate & Built Environment committee to implement two cultural spine pop-up installations.

Project Goal

Placemaking that is culturally aligned with the identity of an existing community.

Project 3 ○ ----- ●

Co-Developed Project with LTSC and the Rose fellow

Project Goal

Project geared towards mutual goals learned from the partnership

For a more detailed version of the work plan: [HERE](#)



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Enterprise Rose Fellowship

The innovative model of the Enterprise Rose fellowship embeds architectural designers and artists in place-based community development organizations who are committed to improving the quality of design, sustainability and community engagement within their projects and throughout their organization.

Benefits of being a Rose Fellow

- + 2-year fellowship position
- + Annual stipend and benefits
- + Two annual, week-long fellowship retreats
- + Professional development allowance and opportunities

Qualifications

- + For the arts fellowship pilot, we are seeking community-engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media.
- + Applicants must be eligible to work in the U.S. for the entire fellowship period

Learn more about the Rose Fellowship: [HERE](#)

Apply for the Rose Fellowship: [HERE](#)

Learn more about Enterprise Community Partners: [HERE](#)

Key dates:

FEB. 12 & 14	2:00 - 3:30 PM EST.	Webinars: Informational "Meet the Hosts"
MAR. 14	2:00 - 3:00 PM EST.	Webinar: Rose Fellows Application FAQ
APR. 14	12:00 AM EST.	Application Deadline
JUNE 14	12:00 AM EST.	Finalist Summit
JUNE 20 -JULY 30	N/A	In-person interview /host org.
AUGUST 15	N/A	Final decisions and notifications
OCT 1	N/A	Fellowship begins

The Rose Fellowship in Numbers

Over 19 years there has been

76

2000 - 2019

fellows that have been hosted in over



different cities nationwide and who have partnered with



host organizations to design and develop more than

90

community facilities and over

11,000

units of affordable housing.

Mark Matel
Program Director, Rose Fellowship
mmatel@enterprisecommunity.org

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021)

Note: If your organization is selected, this Draft Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

Host Organization Name: Little Tokyo Service Center (LTSC)

Design Excellence Projects:

One-sentence project description	Host organization’s target goals with project	Fellow’s targets, Year 1	Milestones, Year 1	Expected Collaborators	Supervising architect and/or site planner
Community Plan & recode:LA	Work with LTSC’s community planning staff to develop creative engagements (ie. workshops or other interventions) designed to engage low-income people working or living in Little Tokyo in the Community Plan update and recode:LA (re-zoning) processes.	Develop 2 sets of engagements which target workers and low-income residents of color in Little Tokyo. Execute both 2 times throughout the year. Involve members of the target populations in the design/development of these engagements.	Ensure broad community engagement in important local planning processes. Involve at least 30 people in these activities – 10 of whom are new to LTSC’s community planning work.	LTSC Departments: Planning, Organizing, Social Services, Resident Services Partners: City of LA Planning Department, Sustainable Little Tokyo, Little Tokyo Community Council	Grant Sunoo, Director of Planning in collaboration with Rey Fukuda, Community Planning Manager Artist: Theresa Hwang
SLT 2020 - Community Visioning Processes for Opportunity Parcels	Work with LTSC’s community planning staff, Sustainable Little Tokyo, and local stakeholders to develop creative engagements designed to solicit input necessary to further develop the vision statements articulated as part of the Sustainable Little Tokyo 2002 vision and 2013 community planning document.	Develop 2 sets of engagements which target low-income residents and workers of color in Little Tokyo. Execute both 2 times throughout the year. Involve members of the target populations in the design/development of these engagements.	Ensure broad engagement of diverse stakeholders as we seek to further develop the vision for these development sites. Involve at least 75 people in these activities – 25 of whom have not participated in previous LTSC community planning activities.	LTSC Departments: Planning, Organizing, Social Services, Resident Services Partners: Sustainable Little Tokyo, First Street North Ad Hoc Committee, Little Tokyo Community Council, Little Tokyo businesses	Grant Sunoo, Director of Planning in collaboration with Rey Fukuda, Community Planning Manager Artist: Theresa Hwang
SLT 2020 – Visioning Plan: Cultural Spine Pop-Up installations	Partner with Sustainable Little Tokyo (SLT)’s Real Estate & Built Environment committee to implement 2 cultural spine pop-up installations. The “cultural spine” refers to a pedestrian pathway through Little Tokyo which highlights many of the major cultural institutions. Our vision is to utilize arts and culture based strategy to establish greater connectivity throughout the neighborhood as well as amongst the institutions located along the spine.	Plan 1 pop up installation or activity that will be designed to conceptualize built environment interventions that “tie the spine together.” Engage participants in conversation about what we can do as a community to create permanent fixtures and/or activities along the cultural spine so that it becomes a natural pathway within Little Tokyo. Discuss any other pieces of the pathway which should be considered.	Execute installation or activity successfully. Create a report with findings to be presented to the Sustainable Little Tokyo host committee.	LTSC Departments: Planning, Organizing, Resident Services Partners: Sustainable Little Tokyo, LT Business Improvement District, Little Tokyo Community Council	Grant Sunoo, Director of Planning and strong collaboration with Rey Fukuda, Community Planning Manager Artist: Theresa Hwang

<p>341 FSN Arts Activation – see: https://www.ltsc.org/341-fsn/ and http://sustainablelittletokyo.org/projects/341 for more information.</p>	<p>Work with community partners to develop programming for LTSC's experimental community space, 341 FSN – or another similar space if 341FSN is not available. Examples of past programming in this space include: an exhibit highlighting the history of arts activism in Little Tokyo, experimental filmmaking classes related to battle for control of First Street North, a celebration of Little Tokyo punk landmark the Atomic Café, Nikkei music reclamation (experimental jam sessions utilizing unique combinations of traditional Japanese and American instruments), readings of Asian American plays, pop-up stores for small business owners + entrepreneurs.</p>	<p>2 two-month long pop-up collaborations curated by the fellow</p>	<p>Pop-up collaborations should relate to key LTSC strategic deliverables (ie. sustainability of the neighborhood, fighting gentrification and displacement, supporting small businesses, making LT a supportive place for low-income residents and seniors).</p> <p>Note: Pop-up collaborations/activities may also fulfill targets related to the Community Plan/recode:LA or SLT 2020-Community Visioning Processes for Opportunity Parcels</p>	<p>Visual Communications, Tuesday Night Project, Nikkei Progressives, Japanese American Womxn Speak, Japanese American National Museum, Japanese American Cultural and Community Center, Sustainable Little Tokyo</p>	<p>Grant Sunoo, Director of Planning in partnership with Mitsuko Brooks, Community Arts Coordinator</p> <p>Artist: Scott Oshima – Lead Community Organizers, Sustainable Little Tokyo (Curator of Art@341FSN activities. - http://sustainablelittletokyo.org/projects/341)</p>
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