

## Colorado Council on the Arts 2005-2008 Strategic Plan

### **A Brief History**

Few would deny that participation in and appreciation of the arts offers significant benefits for individuals -- personal enjoyment, inspiration, and deeper meaning, to name a few. But the arts also deliver important social benefits - economic prosperity, student achievement, healthy and vibrant communities.

Recognizing the role of the state in ensuring that every citizen have access to the benefits provided through the arts, in 1967 our governor and state legislature passed the *Colorado Arts and Humanities Act*, which established the Colorado Council on the Arts. The Council's enabling legislation specified several specific duties (CRS 23-9-106):

- (a) To stimulate and encourage throughout the state the study and development of the arts and humanities, as well as public interest and participation therein;
- (b) To take such steps as may be necessary and appropriate to encourage public interest in the cultural heritage of our state and to expand the state's cultural resources;
- (c) To encourage and assist freedom of artistic expression essential for the well-being of the arts and humanities;
- (d) To assist the communities and organizations within the state in originating and creating their own cultural and artistic programs; and
- (e) To make such surveys as may be deemed advisable of public and private institutions engaged within the state in artistic and cultural activities, including, but not limited to, humanities, music, theater, dance, painting, sculpture, photography, architecture, and allied arts and crafts, and to make recommendations concerning the appropriate methods to encourage participation in and appreciation of the arts and humanities in order to meet the legitimate needs and aspirations of persons in all parts of the state.

Since its establishment, the Council has used funds appropriated by the Governor and the legislature, combined with federal funds from the National Endowment for the Arts, to carry out these duties. We invest these funds in communities across the state, ensuring that the cultural, educational and economic benefits of the arts are enjoyed by thousands of Colorado youth and millions of Colorado citizens and visitors every day.

### **State Budget Deficits Force Cut-Backs**

From an initial appropriation of \$25,000, the state increased the Council's funding steadily over the decades to almost \$2 million in 2001. But in 2002, the State of Colorado was faced with dramatic budget deficits and the legislature was forced to reduce our agency's budget. By fiscal year 2004, our state appropriation had plummeted to \$200,000. As a result, grant dollars were reduced by one-half, the Artist Fellowship and Governor's Award programs were suspended, and seven of eight staff positions were eliminated. While we maintained a "Percent for Art"

statute for state buildings, capital construction in the state was sharply curtailed. Although at the time of the severe budget cuts we were less than half-way through our existing Strategic Plan, it was clearly necessary to take an entirely new look at our programs in light of these economic and political conditions.

### **Blue Ribbon Task Force Convened**

In 2003, the Council convened a blue ribbon task force to take a look at the role of the Colorado Council on the Arts in the cultural life of Colorado. The goal was to “describe a new vision, a new purpose and a new structure for the Colorado Council on the Arts.”

Membership of the task force was diverse, with representation by artists, arts organizations, business and tourism organizations, higher education, foundations, and legislators. The meetings of the task force were open to the public and public input was encouraged via e-mail. The task force met seven times from August through December 2003. Task force members received extensive background reading and research materials and several outside speakers made presentations throughout the process.

The resulting report, *A New Day, A New Way*, focused on a vision for the future in which the arts are a part of everyday life in Colorado. To realize this vision, the task force recommended the agency:

- capitalize on the role of the arts as integral to the future economic vitality of the state;
- provide leadership for the arts and cultural heritage community;
- build mutually beneficial strategic alliances;
- deliver programs and services that strengthen and support artists, arts organizations and communities throughout the state;
- develop a public-private structure and seek supplemental funding from new sources outside of government; and
- develop a decentralized grant-making system to better infuse the arts into everyday life in Colorado.

### **A Fresh Mission, A New Plan**

In 2004, these task force recommendations were shared with citizens from across the state. Over 500 individuals provided feedback via regional meetings hosted by Arts For Colorado, a statewide arts advocacy organization. Additional feedback was solicited through an informal Listening Tour conducted by CCA staff. In response to the task force recommendations and public feedback, the Council has created a fresh Mission Statement, a new set of Goals, and related Program Objectives with measurable outcomes. While maintaining consistency with our legislatively-mandated duties, our new plan more directly addresses the educational and economic role of the arts in communities, as well as the Council’s leadership role in promoting the value of the arts in our state. The plan, detailed in the following pages, will guide our work over the next three years.

## **Colorado Council on the Arts 2005 – 2008 Strategic Plan**

### **Mission**

The mission of the Colorado Council on the Arts is to promote the cultural, educational and economic growth of Colorado through development of its arts and cultural heritage.

### **Goals**

To focus our energies and guide us as we work to fulfill our mission, we have identified the following as our primary goals:

- Make the arts more accessible to all Coloradoans.
- Expand access to quality arts education for young people.
- Participate in local and regional economic development.
- Preserve and promote our cultural heritage.
- Assist and encourage artists and art organizations.
- Strengthen the financial stability of the arts industry.
- Recognize diversity and inclusiveness.
- Encourage artistic excellence and support freedom of artistic expression.

### **Program Objectives**

To create programs and services that reflect our goals, we have developed seven program objectives. Each program objective satisfies three critical factors: 1) it addresses one or more of our goals; 2) it provides a public value in exchange for the public investment; and 3) it is an essential service not provided by anyone else.

Our program objectives are described on the following pages, with accompanying sample measures by which we will be able to assess our annual progress.

### **A Note About Capacity:**

The new plan spans three years, from July 1, 2005 through June 30, 2008. We have chosen this time frame because we recognize the state budgetary environment remains in flux, in large part due to uncertainty about the impact of the Taxpayers Bill of Rights (a state constitutional spending limitation) and proposed voter-approved relief from its restrictions. While we hope that improvements in our budget will occur over the next three years, certain objectives in the plan may seem to be a 'reach' under our current budget and staff capacity. However, we have incorporated a degree of flexibility so that we may continue to make progress on all program objectives, acknowledging that the amount of progress will be dependent on our annual state and federal funding.

**Program Objective #1: Provide leadership for arts and cultural heritage in the state by speaking with a common voice and increasing visibility and support.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
A. Create an agency identity and message that expresses the public value of arts and culture in Colorado.	Require and monitor grantee use of logos and slogan in programs and advertising and use of banners at events.	Widespread appearance of CCA brand and “Everywhere You Look” message throughout the state.	Percent of grantee final reports with evidence of logo use Delivery of logo banners to grantees Evidence of banner use
	Create a new website that delivers CCA’s new brand and messaging.	The web site is widely used by applicants, grantees, and the general public to find out more about CCA and the public value of arts and culture.	Number of web hits Number of responses to interactive elements in web site (e.g. public survey)
	Deliver presentations by CCA staff and board about the role and impact of public support for the arts.	Community leaders understand the message and express support for public funding of arts and culture.	Number of public presentations by CCA staff and board
	Write stories and press releases on CCA-supported activities.	There is increased press coverage of CCA-supported activities.	Number of press articles highlighting a CCA grantee
B. Identify statewide arts and culture issues and promote dialogue on those issues by convening and coordinating stakeholders.	With partners, disseminate and tabulate surveys of artists, organizations and communities to identify issues. Write press releases and articles focusing on current issues.	Critical arts and culture issues facing Colorado artists, organizations and communities are compiled, visible and actionable.	Number of responses to CCA surveys Number of press releases focused on arts and cultural issues
	With partners, present a biennial arts congress.	Artists, organizations, and community members convene to network, discuss issues and generate common goals.	Number of participants Level of participant satisfaction
	Convene communities of interest around specific issues such as youth-at-risk and economic development.	Grantees and interested community members learn about the issues, share challenges and solutions.	Number of convenings Number of participants Level of participant satisfaction
C. Develop and promote a public policy agenda for increased support for the arts in Colorado.	Create annual budget requests sufficient to fully match NEA funds.	The agency’s base appropriation matches or exceeds the NEA grant, ensuring full NEA funding.	Year-to-year increase in appropriation
	Inform the Governor’s office and General Assembly regarding the role of the arts in economic achievement and educational success.	The Governor and legislators acknowledge the role of public funding for arts and culture in helping achieve key state goals.	Number of meetings with key staff and legislators Attendance at funded activities
	With Arts For Colorado, research strategies for creating a stable supplemental funding source and propose legislation.	A stable funding source that sufficiently supplements the annual state appropriation is created.	Legislation proposed Legislation passed
D. Serve as a liaison with regional and national arts organizations.	Join associations such as the National Assembly of State Arts Agencies, Americans for the Arts, Western States Arts Federation and Arts For Colorado and seek board and committee involvement by CCA staff and board members.	Arts constituents and Colorado public are kept informed regarding the efforts and goals of these organizations.	Number of committees served Updates to the field Number of new memberships

**Program Objective #2: Promote and support arts learning for youth, including formal training in the arts as well as arts infused into other disciplines or fields.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
A. Provide grants for in-school and after-school model projects.	Through Grants to Artists and Organizations support organizations that provide in-school programs. With educators, Colorado Alliance for Arts Education (CAAE) and other partners explore grants to provide support directly to model schools.	High quality, integrated and sequential arts experiences are available for youth during school hours in multiple regions of the state.	Number of schools/districts served Number of counties served Number of applications Number of youth served
	Through Grants to Artists and Organizations, support organizations that provide teacher development. With CAAE and other partners promote existing opportunities to teachers throughout the state.	Professional development opportunities for integrating the arts into the curriculum are available to interested and engaged Colorado teachers and school administrators.	Number of professional development sessions funded Number of teachers and administrators participating
	Through YouthReach, support organizations that provide after-school arts-based youth development.	Youth-at-risk in several communities have access to high quality, after school, arts-based youth development activities that help them achieve increased success in school and in their lives.	Number of programs supported Number of youth served Improved attitude about school Improved school attendance
B. Research and disseminate best practices in arts education.	With partners, determine research gaps, evaluate CCA grantees accordingly, and support compilation of evaluations and dissemination of impact reports and best practices.	Funded arts education activities are evaluated and findings are used to create advocacy tools and impact reports for dissemination to schools and cultural groups statewide.	Number of programs evaluated Usage of arts education section on web site Number of educators requesting information
C. Promote alliances between arts learning providers and K-12 educators interested in implementing arts learning strategies.	With partners, convene interested educators, principals, superintendents and arts learning providers to determine needs and share practices. Discuss statewide arts learning policies and propose legislation.	A statewide network exists of arts educators, arts organizations and schools with strong arts learning programs that actively addresses Colorado-specific arts education issues.	Number of participating educators Number of participating cultural organizations and artists Number of convenings New policies proposed
	Provide contact information on qualified arts learning providers (organizations and artists) to interested schools and districts.	Schools and districts have access to lists of qualified arts learning providers.	Number of schools that inquire about arts learning providers Number of arts learning providers listed

**Program Objective #3: Promote and support the role of arts and culture in local and regional economic development.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
<p>A. Provide grants to support model projects that use arts and culture to generate new economic activity and strengthen communities.</p>	<p>Expand the guidelines for Grants to Artists and Organizations to incorporate economic development as a goal area</p>	<p>A number of cities and towns across the state apply for GAO funds for projects that utilize their arts and culture assets to strengthen their economy.</p>	<p>Number of cities that apply for grants Number of cities that report new cultural plans Number of cities that inquire about cultural economic development</p>
	<p>Conduct site visits to funded cities and towns.</p>	<p>Cities and towns supported by CCA grants report new jobs, revitalized communities, or increased development as a result of our investment.</p>	<p>Number of site visits Number of cities that report positive change</p>
<p>B. Develop linkages with state and local government agencies to identify resources for supporting arts and cultural development in Colorado cities.</p>	<p>CCA staff, contractors or volunteers serve on state Office of Economic Development and Int'l Trade community assessment committees.</p>	<p>Several communities in the state recognize the role of arts and culture in economic development and have plans that address this sector.</p>	<p>Number of communities assessed Number of plans identified</p>
	<p>Create a web resource that provides information and statistics on the role of arts in economic development, profiles of best practices, and contacts for development resources in other state and local government agencies. Solicit speaking engagements; write and commission articles on the topic.</p>	<p>CCA is a primary source for how-to information on cultural economic development. CCA staff, contractors or volunteers are invited to present at conferences such as Municipal League and write articles for newsletters related to economic development.</p>	<p>Number of referrals to our staff and web site Number and variety of resources on our website Positive feedback about our services Number of speaking engagements Number of articles written</p>
<p>C. Align arts interests with tourism, historic preservation, recreation and small business, including commercial arts-related businesses.</p>	<p>Meet with officials in these sectors and identify where our missions overlap.</p>	<p>Publications and web sites for tourism, preservation and others refer people to CCA as a resource for information on cultural economic development.</p>	<p>Number of referrals Number of web hits for creative economy web pages Number of agencies contacted</p>
	<p>Join chambers of commerce, convention bureaus and other arts-related commercial networks.</p>	<p>CCA is an active member of a variety of arts-related associations in government and the private sector.</p>	<p>Number of meetings attended Number of committee memberships Number of speaking engagements</p>

**Program Objective #4: Identify and preserve our state’s traditional artists and art forms.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
<p>A. Provide grants and services to support model projects that help communities discover and celebrate their cultural heritage.</p>	<p>Through Grants to Artists and Organizations, support established programs and through discretionary mini-grants administered by folklorist partners, provide seed funding for new programs, particularly in under-served areas.</p>	<p>High quality, authentic cultural heritage activities are available for adults and youth in multiple regions of the state</p>	<p>Number of grant applications Number of participants and beneficiaries Number of counties served Number of traditional artists participating</p>
	<p>Folklorists provide assistance to communities in their regions to help them identify and celebrate their unique traditions. Folklorists write articles and present at local and national conferences regarding cultural heritage celebrations.</p>	<p>Communities are more aware of their heritage and how to celebrate it.</p>	<p>Number of communities served Number of articles written</p>
	<p>Folklorists present and assist their host institutions in presenting events and activities that celebrate Colorado’s cultural heritage.</p>	<p>CCA is recognized as a producer and co-producer of cultural heritage events or programs.</p>	<p>Number of programs Number of participants</p>
<p>B. Develop linkage with state tourism and transportation to promote Colorado’s cultural heritage.</p>	<p>One folklorist serves on tourism department’s cultural heritage advisory team and folklorists or CCA staff attend tourism-related conferences and meetings.</p>	<p>The tourism industry is more conscious of the importance of folk arts and heritage and of CCA as a resource.</p>	<p>Number of meetings and conferences attended Number of inquiries from tourism-related groups</p>
	<p>Scenic Byways training manual is completed and distributed. Folklorists meet with scenic by-ways committees</p>	<p>Every committee has a training manual and committees promote cultural heritage events and activities in their region.</p>	<p>Number of manuals distributed Number of committees visited</p>
<p>C. Document and archive the state’s cultural history and traditions.</p>	<p>With professional assistance, databases of archives in each region are combined and/or linked, the physical archives are transferred to public sites within the folklorists’ respective regions and a promotional plan is devised.</p>	<p>The archives that have been collected by the state folklorists to-date are accessible to the public and the public is aware of their existence.</p>	<p>Existence of database and permanent archive location Number of artists and art forms that have been documented Number of inquiries to access</p>
	<p>Folklorists continue to collect images and stories of the traditional artists and art forms in their region as time and resources permit.</p>	<p>Existing archives are augmented by new discoveries.</p>	<p>Number of art forms documented Number of artists documented</p>
<p>D. Help K-12 teachers integrate teaching about Colorado’s cultural heritage into the standard curriculum.</p>	<p>Staff, folklorists and partners complete the online version of “Ties That Bind” teachers’ resource kit and kit is promoted to educators.</p>	<p>Teachers have access to information and materials that help them integrate teaching about Colorado’s cultural heritage into the standard curriculum.</p>	<p>Number of teachers testing the Ties That Bind kit Number of teachers accessing the kit from the web site</p>

**Program Objective #5: Recognize and support artistic excellence in communities across Colorado.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
<p>A. Provide grants to support projects throughout the state that show evidence of artistic excellence, positive impact on the community, and a strong capacity to implement.</p>	<p>Through Grants to Artists and Organizations, support a large number of projects in a range of disciplines and geographic regions, all of which show evidence of excellence and impact as determined by independent peer review panels.</p>	<p>Every county in the state has knowledge of and access to funding support for high quality, locally-presented programs.</p>	<p>Number of applications and grants by discipline and region                      Number of counties that receive grants                      Number of grants per county                      % of total applications funded per county</p>
	<p>Review process will be fair and equitable and review panelists will recommend funding for projects that meet high standards of artistic excellence and impact.</p>	<p>Citizens will have access to high quality arts and cultural programming that has a community benefit.</p>	<p>Average score of funded grants by criteria</p>
	<p>Review panelists will be highly qualified, with knowledge of artistic disciplines, community needs and administrative requirements.</p>	<p>Applicants will have equal access to funding and outcome will be determined solely by their application.</p>	<p>Panel profiles</p>
<p>B. Encourage development of local resources to support creative activity.</p>	<p>Require a minimum local cash match for projects.</p>	<p>Local match for funded projects meets or exceeds the required minimum and is from diverse local sources.</p>	<p>Total local match                      Local match as % of CCA grants                      Percentage of grants to total cost                      Total local match sorted by type of match</p>
	<p>With Arts For Colorado, research decentralized funding strategies and propose legislation to provide local matching incentive program.</p>	<p>A decentralized funding system that serves all counties and generates significant local matching investment is created.</p>	<p>Legislation proposed                      Legislation passed</p>
<p>C. Provide recognition awards for outstanding work in or for the arts by Colorado artists, organizations and community leaders.</p>	<p>Reestablish Fellowship Awards to recognize outstanding individual artists in multiple disciplines and reestablish Governor's Awards to recognize outstanding service to the arts.</p>	<p>Creative endeavors of the highest quality are recognized and rewarded; individuals that contribute their time and energy in service to the arts receive public recognition.</p>	<p>Total number of awards                      Number of awards per artistic category                      Panel profile</p>
<p>D. Provide publicity and promotion for grantees and awardees.</p>	<p>Write press releases and commission stories about the impact of supported activities.</p>	<p>There is widespread awareness of the award recipients and the impact of their work among the public.</p>	<p>Number of stories covered in media                      Number of stories highlighted on our web site                      Number of web hits</p>



**Program Objective #6: Help artists and arts organizations achieve financial stability and build sustainable organizational capacity.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
<p>A. Provide grants to support projects that facilitate long-range planning, strengthen board and staff, and improve operational systems.</p>	<p>Through Grants to Artists and Organizations, support projects that improve organizational capacity and provide professional development opportunities for individuals.</p>	<p>Organizations are more stable, have improved boards, better operational systems, improved long-range planning and more qualified staff.</p>	<p>Number of grants in Professional development category Number of organizations that report improvements</p>
<p>B. Seek alliances to identify resources for financial stabilization such as endowments, working capital reserves, facility and equipment improvements.</p>	<p>Meet with Department of Local Affairs, Office of Economic Development, Small Business Administration and Foundations that support organizational capacity-building, and post funding and/or service opportunities to our web site.</p>	<p>Cultural organizations have greater access to and knowledge of the capacity-building services provided by other state agencies. These agencies receive more inquiries and applications from cultural organizations.</p>	<p>Number of meetings Service on committees Number of referrals to organizations</p>
<p>C. Provide technical assistance services and share best practices.</p>	<p>Provide custom consulting and facilitation services through a Peer Assistance Network.</p>	<p>Cultural organizations and artists have access to lost-cost, professional short-term consulting services to help solve operational challenges.</p>	<p>Number of matches provided Client satisfaction surveys Number of peer advisors trained Number of organizations that report improved operational systems</p>
	<p>Provide staff phone consultation to artists, arts organizations and communities; make site visits to funded organizations; conduct information sessions for grant programs; use web site and email to disseminate pertinent research and best practices.</p>	<p>Connections are brokered among artists, arts organizations and communities; shared knowledge within the field is expanded; artists and organizations have a central source for general information and referrals.</p>	<p>Staff hours dedicated to technical assistance Number of information sessions Web site hits Client satisfaction surveys</p>

**Program Objective #7: Administer Colorado’s Art in Public Places Program.**

STRATEGIES	IMPLEMENTATION ACTIVITIES	EXPECTED OUTCOMES	SAMPLE MEASUREMENTS
A. Identify new state-funded capital construction projects and ensure percent-for-art is included.	Monitor Long Bill capital construction appropriations and maintain contact with State Buildings and Real Estate Programs office.	All new eligible construction projects contain percent-for-art.	Number of appropriations identified Number of project initiated
	Research applicable statutes and consider whether legislation is necessary; explore AIPP administration as an optional fee-for-service for other state agencies.	Percent-for-art statute covers state agencies with enterprise status such as colleges and universities.	Legislation passed if necessary Number of non-mandatory projects initiated
B. Administer new art selection processes for the state.	Determine administrative budget and contract for appropriate professional support.	Agency has adequate staff or contract personnel to administer percent-for-art program accurately and efficiently.	Number of AIPP service hours Number of artist applications Number of artists participating Number of artist contracts
C. Monitor and ensure maintenance of the state’s public art collection.	Review archives and database, ascertain missing elements, take corrective action.	State art collection is accurately represented in database and files, including photo documentation.	Accuracy of information in database Completeness of files
	Contract for professional assistance to determine extent and cost of maintenance planning process.	A maintenance plan for the state art collection is explored.	Preliminary plan is developed
D. Promote the creation of local percent-for-art programs.	Update web site with current contact information.	Public Art in Colorado web site is maintained and accurate.	Information is accurate and up-to-date
	Promote site to current city-based public art programs.	Public Art in Colorado web site is important source of information for communities considering percent-for-art programs.	Number of web hits
	Provide Peer Advisors with expertise in public art.	Cities interested in launching a public art program have access to professional advice and assistance.	Number of PAN matches Client satisfaction