



Arts Council
park city
summit county

art connects us.

STRATEGIC PLAN 2020-2025

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Dear Colleague,

We are pleased to share with you the Arts Council of Park City | Summit County 2020-2025 Strategic Plan.

Developed through community surveying, discovery interviews, discussions with Arts & Culture stakeholders, and an internal analysis with Arts Council Board of Directors and staff, this plan reflects on what we've learned about the current needs in our Arts & Culture community, and showcases how the Arts Council has evolved since its inception in 1986. This plan charts a path forward for continued growth, innovation, and impact in our community.

Arts & Culture is at a critical juncture in Summit County. We're seeing increased investment in creative spaces, programming, and public art throughout our region. Arts & Culture plays a critical role in local economic development, and the Arts Council is here to tell that story and continue to advocate for increased investment in local Arts & Culture activities, people, and organizations.

At the heart of this plan, you will find our renewed commitment to serve our Arts & Culture community by driving creative programming, providing valuable resources, and cultivating connections. We envision a community where Arts & Culture is critical, where creatives thrive, and where all people connect through Arts & Culture.

We renew our dedication to serve the Summit County community by demonstrating leadership in local arts governance, advocacy, and creative storytelling.

By cultivating community connections, we aim to create more access to Arts & Culture and are committed to prioritizing efforts to increase inclusion, diversity, equity, and access within the Arts Council as well as Arts & Culture countywide.

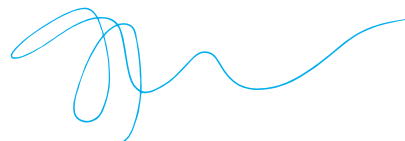
We pledge to provide an increased amount of resources and support to help elevate our local Arts & Culture sector, and are committed to strengthening our organizational health to ensure the Arts Council can continue to serve our community sustainably for many years to come.

Art & Culture breathes life and soul into our community and enhances everything we have to offer. We're proud to call this place home and are excited to continue our work to foster a uniquely vibrant local identity and strong sense of place. Art connects us, and this strategic plan carries forward a vision for a bright, creative, and culturally active future for the Arts Council and our mountain towns.

Creatively yours,



Jocelyn Scudder
Executive Director



Amy Trombetti
Chair, Board of Directors

Mission Statement

We serve our Arts & Culture community by driving creative programming, providing valuable resources, and cultivating connections.

Vision Statement

We envision a community where Arts & Culture is critical, where creatives thrive, and where all people connect through the arts.

Core Values

Community Driven

We actively engage through Arts & Culture to support and connect our diverse community throughout Summit County.

Impactful

We champion Arts & Culture through partnerships, advocacy, and community convenings.

Creative

We eagerly seek unique and innovative solutions. We are inspired to lead, not follow.

Bold

We believe in the power of pushing boundaries, questioning assumptions, and inciting awe. We do not exist merely as a reflection of today, but as a builder of tomorrow.

Excellence

We work to ensure that everything we produce is high quality and consistently delivers top value to our community.



About Us

Founded in 1986, the Arts Council of Park City | Summit County is one of the oldest non-profit arts organizations in Summit County. We serve artists, arts organizations, and community members in all areas of Summit County including Park City, the Snyderville Basin, Kamas, Coalville, Oakley, Francis, Peoa, Echo, Henefer, Wanship, Summit Park, Woodland, Samak, Marion, Silver Summit, and Hoytsville.

For the past 34 years, the Arts Council has advocated for and secured significant funding for Arts & Culture in Park City and Summit County including the RAP Tax legislation and the recent percent-for-arts policy approved by Summit County. We have built audiences for emerging and established local artists, and we have helped incubate and launch numerous arts programs and organizations such as Mountain Town Music, Park City Film, and both the Park City and Summit County Public Art Boards.

As an independent umbrella nonprofit organization, we play a critical role in documenting the value of Arts & Culture and in encouraging the growth of the local creative sector. We are the only organization in our community with this sole mandate.

Our Realities

There are several unique and current realities faced by our community and our organization that inform our work.

The Changing Landscape of Park City & Summit County

Both Park City and Summit County are experiencing significant change and will continue to do so as we look toward our future. Cultural representation is increasing, where and how we live is shifting, our awareness of community challenges and drive to address them is expanding, and our delicate economy is shifting. As the Arts Council, it is our role to ensure the arts are not only woven into these changes, but also are an integral element that helps us move forward. We believe the arts are a critical component of our community fabric that can help us tell our stories, bridge our divides, celebrate our diverse cultures, and diversify our economy. Ultimately, the arts increase our quality of life in Park City and Summit County and make our community more sustainable, vibrant, and resilient.

Arts Funding in Park City & Summit County

Arts funding has gradually increased in both Park City and Summit County in recent years thanks to the strong advocacy work of our local Arts & Culture community working in close partnership with businesses, community nonprofits, government leaders, and residents. With those increases we have moved closer to an appropriate and sustainable level, but further funding is still needed to ensure the long-term health and vitality of our sector. As the Arts Council, we are currently underfunded for the work we deliver. We are working beyond our capacity at levels that cannot be sustainable for the long term. As we look toward our future with the intention of growing our impact, it is critical that we seek significant increases to our funding from a breadth of sources including local governments, state government, grants, foundations, and donors.

Arts Governance in Park City & Summit County

The Arts Council works closely with both Park City and Summit County to support local arts governance and administration. Both Park City and Summit County have staff members who spend a portion of their time working on arts-related initiatives. Both Summit County and Park City also provide the Arts Council with funding to conduct our work.

The Arts Council of Park City | Summit County is designated by the Utah Division of Arts & Museums as a Local Arts Agency on behalf of Park City and Summit County. This designation is recognized and approved every two years by both Park City Municipal Corporation and Summit County. This designation puts the Arts Council in an important position to support, foster, and protect the Arts & Culture sector countywide.

The Utah Division of Arts & Museums defines a Local Arts Agency as:

A Local Arts Agency (LAA) is the primary organization in a defined geographical area that supports and advances the arts for its community by engaging residents, identifying and addressing community needs, reflecting community demographics, contributing to the quality of life, building community identity, and supporting artists and arts organizations. A Local Arts Agency is differentiated from other community arts organizations by its responsibility for fostering the arts throughout the community and by offering various types of arts services and/or activities that are often multidisciplinary in nature. A Local Arts Agency can be an agency of local government, a nonprofit organization, or a hybrid of the two.

As a nonprofit Local Arts Agency, it is critical that the Arts Council works in close collaboration with local government entities as well as other community organizations. Our position as a nonprofit Local Arts Agency affords a maximum amount of flexibility, and nimbleness aids in our support of the local community. One challenge that comes with being a nonprofit Local Arts Agency is that we often must compete for the same funding sources as other local arts organizations. For this reason, it is vital that local government entities and other funders as appropriate provide stable financial support that can be used to strengthen our sector at large.

As the Local Arts Agency for both Park City and Summit County, the Arts Council plays many roles in the community. Based on the official Local Arts Agency agreements between the Arts Council and Park City Municipal Corporation/Summit County, we focus on the following items:

- Provide access to diverse art forms that facilitate public participation.
- Offer programs and services that include and support the cultural diversity and traditional arts of the community.
- Engage in community development through the arts.
- Conduct cultural and community assessment and planning that encourages input from community members.
- Engage in programs that promote arts advocacy efforts at the local, state, or national level.
- Provide and/or support arts education (K-12, adult education, creative aging, etc.).
- Manage a public art program.
- Produce or present arts programs such as festivals, public art projects, community theatre, concerts, workshops, etc.
- Facilitate economic development efforts that support the creative economy through arts industries.
- Contribute to creative placemaking activities.
- Undertake public relations or marketing for Local Arts Agency programs and for other arts and cultural activities in the community.

Our New Brand

We are thrilled to have developed a new brand identity for the Arts Council in conjunction with this strategic plan. Our prior brand identity was developed in 1986 when our organization was founded. In addition to providing a more contemporary aesthetic, we feel our new brand better reflects our vision and the spirit of our organization.

A Minor Name Change

As part of our new brand identity, we have refined the name of our organization from the Park City Summit County Arts Council to the Arts Council of Park City | Summit County. Our new name will be reduced further simply to the Arts Council in most local contexts and uses. This revision simplifies and clarifies the name of our organization and makes it easier to use conversationally.

The AC

The letters A and C in our new logo represent the Arts Council, but also represent much more. They represent Arts & Culture, Arts and Community, and Arts and Connection. These are deeply aligned with our messaging and core values and are representative of who we are as an organization.



What We Do

The Arts Council divides our work into four categories: marketing, programming, advocacy, and public art. Through our work in these categories we work to promote, support, and strengthen the local Arts & Culture sector.

Marketing

One of our primary roles is to aggregate and produce content about local Arts & Culture activities to share with both Summit County residents and visitors. Our marketing channels include our website and blog, two monthly newsletters, social media channels, earned media placement, and cultural tourism campaigns.

Programming

The Arts Council hosts its own programs and partners with other organizations to promote local creatives and bring new arts activities to our community, especially in small communities throughout Eastern Summit County. We also work with groups such as the Kimball Art Center, Christian Center, Park City Gallery Association, Park City/Summit County Libraries, and Creative Mornings to organize events that connect our community to creative content.

Planning/Advocacy

To help smaller organizations build capacity and programming, the Arts Council provides fiscal sponsorship services as needed. We host regular networking meetings to encourage collaboration and partnership between Arts & Culture organizations. We also advocate for the creative sector through leadership in statewide events such as Arts Day on the Hill. Our work to manage and implement Project ABC has resulted in a cultural plan that serves as a roadmap for the future of Arts & Culture in our community.

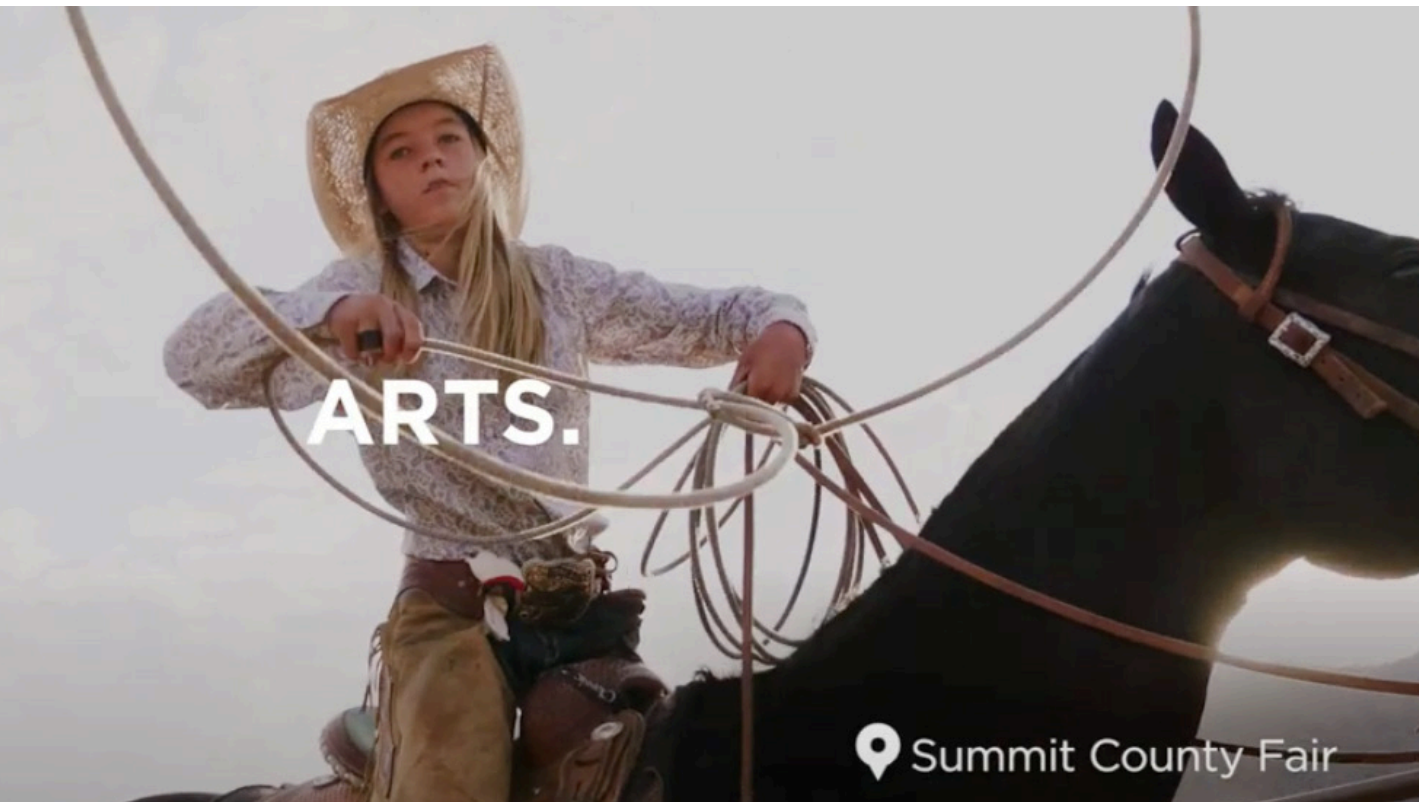
Public Art

We serve as the administrator of the Summit County Public Art Board and as an advisor and liaison to the Park City Public Art Board. We also support additional public art and creative placemaking projects countywide.

The chart on the following page illustrates how our various programs, projects, and initiatives fit within the four categories of our work.

Marketing	Programming
<ul style="list-style-type: none"> • Insider’s Insights • Art Adventure Guides • Arts & Culture Calendar • Blog • Social Media • Website • Newsletters • Earned Media • Park City Arts Publication 	<ul style="list-style-type: none"> • CREATE PC • Art on the Trails • Winter Arts Showcase • Summit Arts Showcase • Monster Drawing Rally • Latino Arts Festival • County Fair Fine Arts Exhibit • Creative Mornings • BRAND PC • Sip + Strolls / Gallery Stroll Activations • One-Off Partnership Events
Planning/Advocacy	Public Art
<ul style="list-style-type: none"> • Project ABC Cultural Plan • Park City Arts & Culture Efforts • Fiscal Sponsorship • Arts Day on the Hill • Ad-Hoc Advocacy Work • Community Convenings • Annual Arts Summit 	<ul style="list-style-type: none"> • Public Art Board Administration for Summit County • Public Art Board Ex-Officio Liaison for Park City

Marketing



Art Adventure Guides

While we're well known as a mecca for mountain recreation, there are boundless opportunities to enjoy art, music, film, theatre, and other cultural events in Park City and Summit County. We've compiled an insider's selection of Art Adventures to help visitors and locals discover the vast depth and breadth of Arts & Culture in our intimate mountain community. Curated events and activities are organized into four categories: craft, taste, art, performance, and lore.

Insider's Insights

To provide colorful, local perspectives on the area's vast offering of Arts & Culture, we've sought out various community insiders to share their outlook. We have asked them to dish on their inside scoop, hidden gems, and local's secrets for favorite watering holes, stylish boutiques, quirky historical facts, and more. Read on to discover their personal insights and art adventures in Park City and Summit County.

Calendar

Our Arts & Culture calendar aggregates all Arts & Culture events and activities that take place in Summit County. The calendar is a one-stop shop for locals and visitors to explore the scene in film, performance, music, literary, visual arts, culture, and festivals.

Blog

We owe so much to our creative community — our artists, makers, entrepreneurs, arts nonprofits, and creative businesses. All of these entities contribute to our uniquely vibrant identity and strong sense of place. The Arts Council is here to tell that story to support a vibrant and strong Arts & Culture sector, and one of the ways we do this is through our blog. Storytelling is a powerful creative tool that can be used to connect and engage residents and visitors to our local Arts & Culture landscape. Our blog is a living archive of local Arts & Culture events and profiles about local creatives, showcasing how art and culture breathes life and soul into our mountain town and enhances everything we have to offer.

Social media

We have a strong social media presence with 14,000+ Facebook followers and a growing Instagram feed of 1,000+ followers. Both reflect imagery and creative content highlighting our community's arts and cultural activity. We also have an active Twitter stream to provide news and events. We will continue to build these channels over time to expand our reach and audience engagement.

Website

Our marketing and social media campaigns have significantly increased the number of visitors to our website in the past few years. The site, which was relaunched in March 2017, serves as a clearinghouse and platform to promote our arts and cultural programs and events, offer information to artists about open calls, classes, and grants/resources, and tell stories about Park City and Summit County Arts & Culture assets.

Newsletters

We release two monthly newsletters to a mailing list of approximately 1,200 chamber bureau members, Utah media, artists, arts and cultural organizations, and key community contacts. One is dedicated to Arts & Culture happenings and the other is focused on resources and opportunities for our local creatives. In late 2019, we launched a new newsletter that focused on our new Main Street pop-up shops, BRAND PC and CREATE PC, featuring the local brands and artists that were showcased in the stores.

Earned Media

We frequently utilize local media outlets such as KPCW to promote partner and signature events and activities. Many of our programs are the focus of articles in the Park Record, Park City Magazine, Park City Style, and Mountain Express Magazine.

Park City Arts Publication

With support from Park City Municipal in our 2019 Special Service Contract, the Arts Council was given the opportunity to create a citywide Arts & Culture publication showcasing key projects, accomplishments, and data-driven impact, highlighting Park City as a vibrant cultural hub. The publication (launched in Summer 2020) profiles creative individuals and businesses, cultural organizations, creative events, and public art in a beautifully curated, design-driven magazine that aims to highlight and promote the greater creative community of Park City. This new creative asset aims to increase engagement with our Arts & Culture sector among locals and visitors alike and serves as a living archive for Park City.

Programming



CREATE PC

The Arts Council was given an opportunity to creatively activate 660 Main Street in September 2019. Taking advantage of the space and the opportunity, we launched CREATE PC — a pop-up artist studio and retail gallery space. It's a local artist collective with an open studio layout featuring 15 local artists-in-residence, along with over 20 local artists represented in our CREATE PC Community Gallery. CREATE PC is open seven days per week, eight hours per day, and is host to artist-in-residence workshops, art talks, and our Sip + Stroll events that take place during Park City's Gallery Stroll. We have sold \$53,000 in artwork sales thus far, 80% of which is paid directly to the local artists. We currently have a month-to-month agreement with the landlord, and have temporarily moved to an e-commerce art space to keep the program alive during the facility closure as a result of COVID-19.

BRAND PC

In 2019, we were given the opportunity to activate a vacant storefront on Park City's Historic Main Street, and transformed our BRANDED PC pop-up shop model into a temporary storefront for local creative goods. BRAND PC launched at 692 Main Street on Sept. 8, 2019, and closed on Feb. 29, 2020 (while also vacating for the Sundance Film Festival). Throughout that six-month period, we highlighted 45 local creative makers by telling their stories and selling their products. Thousands of people visited the store. The BRAND PC store sold over \$72,000 in product, 80% of which went directly back into the pockets of our local creative entrepreneurs and small businesses.



Art on the Trails

Art on the Trails is a partnership program presented by the Arts Council and Basin Recreation that connects art and nature, and celebrates our local performing arts sector. Patrons are able to enjoy the outdoors like never before and experience pop-up performances including dance, spoken word poetry, folk music, classical music, and more along an open-air trail. Art on the Trails is free and open to the public, and all ages are welcome.

Winter Arts Showcase

An artisanal market and fine-art showcase featuring local artists developed in partnership with the Park City Professional Artists Association.

Summit Arts Showcase

An annual juried summer art showcase in Oakley to build support for local artists and cultivate collectors who live on the eastern side of Summit County.

County Fair Fine Arts Exhibit

A three-day exhibit that gives locals the chance to share their paintings and photographs with the community as part of the Summit County Fair in Coalville.

Creative Mornings

Creative Mornings is a breakfast lecture series for the creative community — a worldwide network of creatives with over 160 chapters from Barcelona to Berlin. Each month members come together for breakfast and conversation. The Arts Council has developed a partnership with the SLC Creative Mornings chapter to build connections between the Wasatch Front and Back creative communities. We host four Creative Morning events in Park City annually.

**Monster Drawing Rally**

Monster Drawing Rally is a live drawing event and party that allows spectators to spy on the creative process, build relationships with local artists, and grow their art collections. Monster Drawing Rally is a partnership program with the Kimball Art Center that builds on a model developed by Southern Exposure in San Francisco.

Gallery Stroll Activations

In recent years the Arts Council has experimented with a multitude of ways to help activate Park City's Last Friday Gallery Strolls to help support our local art galleries. Examples include Sip + Stroll events at CREATE PC on Main Street along with Virtual Gallery Stroll events during the COVID-19 shutdown.



Latino Arts Festival

The Latino Arts Festival, a partnership event hosted by Christian Center of Park City and the Arts Council, highlights the arts and crafts, cuisine, music, and folkloric dance of Latino cultures from around the world. This free, two-day event lets everyone explore, experience and celebrate Latino lifestyle. Main elements include live music, a Sundance film screening, artist booths, dance, food, and more.

One-off Partnership Events

The Arts Council works with local partners to develop programs that serve as adaptable and responsive ways of connecting the arts to community priorities and needs. Examples of one-off partnership events include:

- Coalville Community Arts Day: Last spring we partnered with North Summit School District and the Summit County Health Department to launch Coalville Community Arts Day, a community-driven art project engaging over 100 North Summit Elementary School students and their families in the creation of a sidewalk mural on school property.
- Images of Resilience: We also partnered with CONNECT Summit County to launch Images of Resilience, a community exhibition and event showcasing artwork created through ideas of resilience to address and help cope with various mental health issues.
- 2019 Worlds Activation: Aiming to integrate Arts & Culture into the 2019 FIS Snowboard, Freestyle, and Freeski World Championships and bring art and recreation together, we released a youth film contest called Breaking Boundaries in Spring 2018 in partnership with U.S. Ski & Snowboard and the Park City Film Series. A winner and runner-up were announced on Oct. 1, 2018. The winning film was aired at select 2019 World Championships events.
- Oktoberfest at Park City Mountain: We partnered with Canyons Resort Village Management Association to creatively activate their first annual Oktoberfest over Labor Day weekend. The Arts Council produced multiple activities including an on-site live mural painting by a local artist as well as the installation of a chalk mural for the kids' area, prompting children to draw and write positive messages about their Oktoberfest experience.

Advocacy



Community Convenings

A quarterly gathering where the Arts Council connects our community to select Collective Priorities from the Project ABC Cultural Plan. Each convening hosts guest speakers from outside of our community to discuss how they have applied concepts from our Cultural Plan in their own communities. After our guest speakers present, we host open discussions about how the ideas presented are relevant to and can be implemented in Summit County.

Project ABC Cultural Plan

In 2015, local Arts & Culture nonprofit leaders began to organize and advocate for support that would stabilize and grow our Arts & Culture sector. This work grew organically until 2017 when the Arts Council was appointed to manage a cultural-planning process. The process, which became known as Project ABC, was publicly launched in Spring 2017 and concluded in Spring 2018. The result of the year-long process is a cultural plan with broad cross-sector endorsement from the community that lays out a roadmap for the future of our sector. The Arts Council continues to administer the program and oversee its implementation.

Annual Arts Summit

Each year the Arts Council hosts the Arts Summit, an event of the Arts & Culture community where we gather, discuss the current state of the arts in Summit County, celebrate wins from the previous year, and continue our collective efforts to foster an

increasingly vibrant community. This event includes presentations from local Arts & Culture leaders, reporting on economic impact, and updates from the Arts Council. The annual Arts Summit is a direct outcome of the Project ABC Cultural Plan.

Arts Day on the Hill

Each year, the Arts Council serves as the Summit County Arts Day on the Hill captain. As captain we work to bolster state support of our local Arts & Culture sector by engaging our legislature about pressing Arts & Culture issues, inviting local leaders and community members to meet with our legislature, working closely with the Utah Cultural Alliance and Utah Division of Arts & Museums, and bringing relevant communication and action back to our community.

Park City Arts & Culture Efforts

The Arts Council supported the Park City Municipal Corporation (PCMC) staff and Council on their efforts to move Arts & Culture to a top priority and worked with the consultants they hired to scope a vision for a new Arts & Culture District in Park City. We continue to serve as a partner in the Arts & Culture District's design and development as well as other Arts & Culture opportunities as they arise.

Fiscal Sponsorship

We served as a fiscal sponsor for local organizations, community groups, and artists who are pursuing funding for Arts & Culture initiatives but do not hold the necessary nonprofit status many funders require. Through this work we aim to facilitate the growth of our sector and make creative projects possible.

Ad-Hoc Advocacy Work

As an umbrella organization and the state-designated local arts agency, we often play an important role in ad-hoc advocacy work on behalf of the Arts & Culture sector, arts organizations, and individual artists. This advocacy work often takes the form of presenting to local councils and committees, meeting with arts organizations regarding challenges they are facing, and working with non-art community organizations to find pathways for collaboration.

RAP Tax Funding

The Arts Council led the RAP Tax authorization campaign in 2010, leading to the successful implementation of this critically important funding mechanism. The Arts Council is leading the charge again in 2020, as we work with the community at large to reauthorize the RAP Tax.

Resources

We host a multitude of resources on our website that support our local Arts & Culture sector. The resources available include classes, open calls, grants, fellowships, and residencies. The resources hosted on our website are a mix of local and non-local opportunities.

Directory

Developed as a direct result of the Project ABC Cultural Plan, the Arts Council hosts a directory of local artists, venues, organizations, and resources. This directory is designed for both the general public and the local Arts & Culture sector and can be accessed via the Arts Council website.

Public Art

The Arts Council supports two Public Art Boards to select and install public art projects annually in Park City and Summit County. We help advise the boards to commission artists with a past body of work, clear design aesthetic, and project concept reflecting designated goals.

Public Art Board Administration for Summit County

The Arts Council assumed administration of Summit County Public Art Advisory Board (SCPAAB) in August of 2017 and is contracted to administer the Board, manage the development of public art projects, and support its fund development efforts, including the execution and oversight of a 1% Public Percent-for-Art Policy, which assures that 1% of the budget of county capital improvement projects be set aside to support the installation of new public art at Summit County construction or renovation sites. The SCPAAB is comprised of nine volunteer members along with a county staff liaison. Connecting the community through visual art is a core part of the Summit County Public Art Board's focus and mission. Their mandate is to commission and generate works of public art, excellent in both conception and execution, that enhance the community's environment for the enjoyment of its citizens and visitors, promote tourism, and encourage economic vitality.

Public Art Board Ex-Officio Liaison for Park City

The Arts Council serves as an advisor and non-voting ex-officio liaison to the Park City Public Art Advisory Board (PCPAAB). Through this work, the Arts Council attends monthly meetings, supports its visioning and strategic planning work, and helps connect its efforts and priorities to other community Arts & Culture activities.



The Arts Council by the numbers:

The data on this page serve as both a snapshot in time and provide a look into the status and impact of the arts council. This information also illustrates the Arts Council's growth in recent years. We believe a growing Arts Council is indicative of our local Arts & Culture sector. As we grow, we can more effectively serve the community and can expand our impact.



Strategic Planning Process



The strategic planning process began in 2019 and was conducted over a 17-month period with adoption in July 2020. The process was facilitated by Union Creative Agency in close collaboration with Arts Council staff and board as well as community partners. The planning process included the following components:

- Discovery interviews with community members and partners
- Program assessment
- Three board and staff retreats with follow-up worksessions
- Opportunity assessment tool
- Rebranding
- Project ABC assessment

Goals, Objectives, and Strategies

**DEMONSTRATE
LEADERSHIP IN
THE COMMUNITY
THROUGH
GOVERNANCE,
ADVOCACY, AND
STORYTELLING.**

**STRENGTHEN OUR
ORGANIZATIONAL
HEALTH.**

**CULTIVATE
COMMUNITY
CONNECTIONS AND
ACCESS TO THE
ARTS.**

**PROVIDE AND
INCREASE
RESOURCES
AND SUPPORT
TO ELEVATE THE
ARTS & CULTURE
SECTOR.**

GOAL 1: DEMONSTRATE LEADERSHIP IN THE COMMUNITY THROUGH GOVERNANCE, ADVOCACY, AND STORYTELLING.

Objective: Strengthen our position to lead arts governance efforts.

Strategy: Serve as the conduit that connects the local Arts & Culture sector with local and state government agencies, resources, and information.

Strategy: Maintain ex-officio board seats for local government representatives.

Strategy: Strengthen our relationship with Park City and Summit County governments as well as other localities throughout Summit County.

Strategy: Work to ensure Arts & Culture resources, information, and connections are available to all parts of the Arts & Culture sector including but not limited to visual arts, performing arts, literary arts, culinary arts, folk arts, history and heritage, and all design fields.

Objective: Build partnerships within and outside of the Arts & Culture sector that help to grow the sector as a whole.

Strategy: Establish partnerships with non-arts organizations that connect to other community priorities such as mental health, social equity, housing, transportation, sustainability, and recreation.

Strategy: Work with local arts educators and arts education organizations to increase local arts education opportunities.

Strategy: Facilitate partnerships throughout the Arts & Culture sector by serving as a primary convener and connector.

Objective: Lead and support advocacy efforts on behalf of organizations and artists.

Strategy: Continue to play a lead role in the implementation and management of Project ABC.

Strategy: Continue to serve as the Summit County captain and organizer for Arts Day on the Hill.

Strategy: Lead advocacy efforts to increase local and state government funding for the Arts & Culture sector through programs such as RAP Tax, Restaurant Tax, Special Service Contracts, Utah Division of Arts & Museums Grants, and other opportunities as appropriate.

Strategy: Work closely with state organizations such as the Utah Cultural Alliance and Utah Division of Arts & Museums to strengthen, enhance, and supplement our advocacy efforts.

Strategy: Attend city and county council meetings as needed as well as similar meetings held by other community organizations or associations countywide.

Objective: Increase and strengthen our role in storytelling about our community, our work, and the broad impact of the Arts & Culture sector.

Strategy: Utilize the annual Arts Summit event as an opportunity to report on the economic and quality-of-life impacts of the Arts & Culture sector.

Strategy: Develop an annual State of the Arts report in partnership with local government that presents the economic impact of as well as local investment into the Arts & Culture sector.

Strategy: Implement the new Arts Council brand and organizational identity to increase local awareness of who we are and what we do.

Strategy: Continue and expand marketing campaigns and resources within Summit County that promote and support the local Arts & Culture sector.

Strategy: Continue to produce and distribute cultural tourism marketing throughout the state and nation in partnership with local marketing organizations and efforts.

GOAL 2: STRENGTHEN OUR ORGANIZATIONAL HEALTH.

Objective: Increase the Arts Council's overall financial health.

Strategy: Develop new earned-revenue streams that support growth in programming as well as operations.

Strategy: Diversify our funding model to allow for greater flexibility, capacity, and sustainability.

Strategy: Strengthen non-monetary and in-kind resources that can offset financial needs.

Strategy: Increase financial support from local government entities.

Strategy: Establish and adopt a development plan that lays out a path for increasing fundraising goals and capacity.

Strategy: Assess current accounting and budgeting process and make efforts to increase accuracy and efficiency.

Objective: Invest in the health and success of Arts Council staff.

Strategy: Invest in professional development for staff through workshops, training, conferences, research tools, and other opportunities as appropriate.

Strategy: Develop the capacity to offer insurance and other benefits to staff.

Strategy: Grow the Arts Council's pool of reliable volunteers to increase staff capacity.

Objective: Ensure the Arts Council maintains sustainability as we grow.

Strategy: Conduct ongoing program assessment to ensure all programs are responsibly managed, appropriately resourced, meeting a direct community need, and not competing with other organizations.

Strategy: Assess all Arts Council operations in search of opportunities to streamline operations, expand capacity, and increase overall organizational sustainability.

Strategy: Develop a board giving policy that helps to resource the Arts Council but provides equitable opportunities for communities of all backgrounds and statuses to join the board.

Objective: Advance board development efforts and opportunities.

Strategy: Strengthen board recruitment processes and pipeline.

Strategy: Assess the resource needs of board members and increase available resources as appropriate.

Strategy: Increase efforts to broaden board diversity and representation.

GOAL 3: CULTIVATE COMMUNITY CONNECTIONS AND ACCESS TO THE ARTS.

Objective: Prioritize efforts to increase inclusion, diversity, equity, and access related to the Arts Council as well as Arts & Culture countywide.

Strategy: Identify gaps in programming, outreach, and resource availability, and work to ensure everyone has equitable access.

Strategy: Strive to ensure that all people feel welcome and can connect to the arts in Summit County.

Strategy: Broaden outreach efforts to expand our reach into more populations throughout Summit County.

Strategy: Strengthen our connection to the work of local governments and organizations.

Objective: Continue our support of public art in partnership with Summit County and Park City public art boards.

Strategy: Develop a series of community workshops and local outreach efforts that help local artists better understand the public art process and compete for calls within our community and beyond.

Strategy: Explore new ways for public art projects to further community priorities.

Strategy: Work to ensure equitable distribution of and access to public art countywide.

Strategy: Support municipalities and townships throughout Summit County that do not have public art programs in place to develop public art projects.

Objective: Cultivate and support spaces and facilities for Arts & Culture countywide.

Strategy: Establish a physical home for the Arts Council that is open to the public and provides space for local Arts & Culture programming.

Strategy: Explore opportunities for the development of pop-up or satellite locations for the Arts Council on the eastside of Summit County.

Objective: Produce and innovate bold creative programming.

Strategy: Continue to host a series of annual signature events that help to fulfill the mission of the Arts Council.

Strategy: Develop a series of partnership events that expand the reach of the Arts Council.

Strategy: Support Arts & Culture events throughout Summit County by providing technical assistance, marketing support, and other resources.

Strategy: Explore opportunities to expand existing or add new Arts Council programs to fill gaps in the local Arts & Culture sector.

Objective: Develop and strengthen partnerships to broaden the reach, relevance, and accessibility of Arts & Culture in Summit County.

Strategy: Strengthen our connections with and reach into the communities, municipalities, and townships on the eastside of Summit County.

Strategy: Seek opportunities to expand programs to the eastside of Summit County by scaling successful programs currently only available in Park City.

Strategy: Strengthen relationships with local associations (lodging, restaurant, gallery, etc.) to more effectively support and collaborate with the sectors they serve.

Strategy: Establish partnerships with other arts councils throughout the state, region, and nation to share best practices and offer support.

Strategy: Identify and build partnerships with organizations who are leading efforts of inclusion, diversity, equity, and access such as the Christian Center, Community Foundation, and Utah Department of Multicultural Affairs.

Strategy: Assess gaps in accessibility throughout Summit County to more completely understand who is unable to access the arts and work to build pathways for engagement.

Strategy: Provide technical assistance support to communities throughout Summit County to create Arts & Culture facilities.

Strategy: Partner with and provide support to local Arts & Culture organizations to help establish new permanent and temporary facilities countywide.

GOAL 4: PROVIDE AND INCREASE RESOURCES AND SUPPORT TO ELEVATE THE ARTS & CULTURE SECTOR.

Objective: Provide financial support to local Arts & Culture organizations as well as local individual artists.

Strategy: Develop an Arts Council granting program that provides support to local artists and organizations.

Strategy: Continue to provide fiscal sponsorship to local artists, organizations, and community groups to make existing grant funding and other resources more accessible.

Objective: Develop new funding streams for our local Arts & Culture sector.

Strategy: Seek grants from federal organizations and private foundations that support projects, the Arts & Culture sector, and the community as a whole.

Strategy: Build relationships with businesses to increase fundraising and sponsorship opportunities.

Strategy: Work with local government entities to ensure funding opportunities meet the demands of our Arts & Culture sector.

Objective: Work with local businesses, industry organizations, and government to increase Arts & Culture jobs and businesses throughout Summit County.

Strategy: Continue annual assessments of jobs and industry data to monitor growth of the sector.

Strategy: Work with local employers to increase and promote Arts & Culture job opportunities.

Strategy: Continue our work to support local Arts & Culture businesses and identify opportunities to help them grow.

Objective: Provide marketing support for local Arts & Culture organizations and artists.

Strategy: Continue to host and market a centralized calendar on the Arts Council website.

Strategy: Distribute regular newsletters that market local artists, organizations, events, and opportunities.

Strategy: Expand the Arts Council's website and online resources.

Strategy: Continue to manage, develop, and market the Arts Council Creative Directory.

Objective: Provide educational resources that support local Arts & Culture organizations and artists.

Strategy: Develop a series of professional development resources, tools, and trainings that strengthen local artists and organizations.

Strategy: Utilize our website as a digital platform and library for resources, learning, and connections.

Strategy: Serve as a conduit to ensure local artists and organizations are aware of educational resources offered by state, regional, and national arts organizations.

Opportunity Assessment Tool

The Opportunity Assessment Tool was developed to help the Arts Council assess current and future opportunities. This tool should be utilized as a first step in determining whether or not an opportunity should be further explored.

Opportunity Assessment Tool: **Arts Council** of Park City & Summit County

Opportunity Name: _____

Assessment Tool Completed by: _____ Assessment Tool Completion Date: _____

Describe the opportunity:

Who will lead this?	When will this happen?
Who else will work on this?	Where will this happen?
How does this fit with our mission and vision?	What resources will it demand?
	Financial _____
	Time _____
	Staff _____
	Volunteer _____
	Other _____
	How will we fund this?
Does this opportunity further our core values?	
<input type="checkbox"/> Excellence	<input type="checkbox"/> Bold
<input type="checkbox"/> Creative	<input type="checkbox"/> Community-driven
<input type="checkbox"/> Impactful	

Does this fuel our organization?

- YES
- NO
- Don't Know

Is this the correct time to take this on?

- YES
- NO
- Don't Know

Does this move our organization forward?

- YES
- NO
- Don't Know

Is this a one-off or a new program?

- One-Off
- New Program
- Don't Know

What partners are / could be involved?

Is there someone else in the community who could do this or is better equipped to?

How does this connect to our Strategic Plan? (FUTURE)

How does this connect to Project ABC?

What is your excitement level for this opportunity?

Low _____ High

Approval Process

Who needs to approve this? _____

What staff members need to be involved? _____

What board committees need to be involved? _____

How and when will this be presented for approval? _____

Project ABC Assessment

This section assesses progress toward the Project ABC Cultural Plan and identifies the Arts Council's role in the implementation of each strategic recommendation. The Project ABC Cultural Plan was completed in 2018 and is the culmination of a several-years-long countywide initiative to lay out a roadmap for the future of Summit County's Arts & Culture sector. The Arts Council does not own the Project ABC Cultural Plan and is not the sole implementer of the priorities and recommendations within the plan. We are, however, the overseer and convener of the process and play a lead role in the implementation of many aspects of the plan. Learn more about Project ABC at projectabcsc.com.

Each bullet point in this section represents a strategic recommendation from the plan. These recommendations are organized by collective priority and are shortened for simplification in this document.

Each strategic recommendation in this section is given one of the following labels:

- **Arts Council Owned:** The Arts Council is the primary or sole implementer.
- **Arts Council Partnership:** The Arts Council implements in partnership with someone else.
- **Arts Council Partial:** The Arts Council and at least one other person/organization are implementing independently.
- **Arts Council Strategic Plan:** The Arts Council has not yet implemented, but has identified this as a future role through the Strategic Plan.
- **Owned by Someone Else:** Someone else is the primary or sole implementer.
- **No Known Owner:** There is no known progress toward implementation.



Data

Systems and Tools

- Public granting portal and database
- Economic impact analysis
- Annual report of Arts & Culture funding
- Creative Asset Directory
- Develop a Project ABC implementation dashboard
- Support and expand centralized calendaring systems



Faces

People and Organizations

- Prioritize programming, outreach, and talent development for diverse groups
- Hire more artists from Summit County
- Invest in developing local artists (youth)
- Networking and collaboration opportunities
- Organizational development of Arts & Culture nonprofits and businesses
- Build capacity of teachers to integrate arts in curriculum
- Integrate Arts & Culture into senior services

Programming

Events and Projects

- Expand integrated arts education within schools
- Community-based creative classes for youth
- Public media campaigns to tell the Arts & Culture story of Summit County
- Organize annual convenings of the Arts & Culture community
- Infuse more progressive art into key programs
- Build new programs to broaden reach
- Implement an Artist-in-Residence program
- Offer business development support to local artists
- Use Arts & Culture to advance other community priorities

Funding

Diverse and Sustainable

- Develop creative and flexible community-wide funding mechanisms
- New granting program (nonprofit not needed)
- Explore new opportunities for use of Percent-for-Art funding
- Collective and collaborative funding pool
- Evaluate public grants
- State and federal grants for Arts & Culture
- Prioritize funding for arts education
- New sources of public and private funding
- Subsidize tickets to ensure access
- Allocate additional funding for cultural tourism marketing

Spaces

Venues and Facilities

- Community-level, local-focused venues
- Affordable live/work housing for artists
- Protect Arts & Culture spaces
- Facilities available for small orgs/events
- Large world-class performance venues
- Collaborative studio facilities for artists

Places

Geography

- Build Arts & Culture facilities and hubs across Summit County
- Connect Arts & Culture hubs through promotion, support, and activation
- Further develop public art
- Prioritize real-estate development that incorporates Arts & Culture

Governance

Administrative Structures

- Sustainably fund an arts governance organization
- Dedicated Arts & Culture position or department
- Countywide inclusion liaison/coordinator
- Ensure alignment of local funding with community needs
- Countywide citizen advisory group for Arts & Culture

Implementation

This Strategic Plan will guide the Arts Council operations through 2025. In order to implement this plan, the Arts Council Executive Director will develop an annual operations plan that directly connects to the goals, objectives, and strategies of this plan. Each annual operations plan should include a series of annual priorities with underlying actions, metrics, and resource needs. The operations plan should also include an annual budget that demonstrates resource allocation toward implementing the Strategic Plan.

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Juliann Fritz, Secretary
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Arts Council
park city
summit county

art connects us.