

Strategic Objectives to be Evaluated: 2013-2017

FOR ARTISTS

- A) We support artists that produce high quality work through Grants, Services, and Partnerships that help artists create, market, and promote their work, p. 2
- B) We encourage/support artists to be engaged in their local communities through Grants, Workshops, Convenings, and Partnerships, p. 2
- C) We encourage artists to explore ways to engage their own communities through projects or services that foster greater community awareness and understanding, p. 3

FOR ARTS ORGANIZATIONS

- A) We support organizations that produce or present high quality work
- B) We support organizations that provide "public benefit services" to their communities beyond their own presentations and exhibitions
- C) Advocate for organizations to thrive in/be valued by their own communities

FOR COMMUNITIES

- A) We support educational activities particularly in pre-K through 12 schools that have art-enriched/art-integrated curricula and programming, p. 5
- B) We support communities that collaboratively engage the arts sector in their promotional efforts about their local economic vitality and "vibrancy", p. 5
- C) We support efforts that encourage local businesses to support the arts through donations, sponsorships, volunteer service, or hiring, p. 6

FOR THE ARTS COUNCIL

- A) We support efforts to identify the characteristics of people who visit Vermont for arts and cultural purposes (Tourism); as well as those who live in Vermont because they value the arts, p. 6
- B) We support efforts to clarify and quantify the economic and social impact of the arts and cultural sector on Vermont. (Community Economic Development), p. 7
- C) We embrace technology not just for how it facilitates Council grant-making and communications, but for the resources it allows us to share with artists, schools, arts organizations, communities, and strategic collaborators, p. 8

FOR ARTISTS

A) We support artists that produce high quality work through Grants, Services, and Partnerships that help artists create, market, and promote their work

<u>Why?</u>	<u>What Will We Measure?</u>	<u>How?</u>
<ul style="list-style-type: none"> • High quality art work is intrinsic to making a public value case for the arts • High quality art work enhances Vermont's brand identity • It's one of the Council's core values and expanding the portfolio of excellent work is one of the NEA's Strategic Goals (1.1) 	<ul style="list-style-type: none"> • The artistic quality of work submitted for evaluation by applicants • The number of artists that apply for support • The number of artists in the early stages of their professional careers that apply for support for the first time 	<ul style="list-style-type: none"> • By a review panel of peers, as needed • By comparing annual application data over time
OUTCOMES		
<u>Next Two Years</u>	<u>Two -- Five Years</u>	<u>Five plus years</u>
Begin to identify the brand characteristics that identify a "Vermont" artist	With partners, market and promote the "Vermont artist" as an intrinsically high-quality "product" that attracts collectors, and consumers of high quality arts activities	Significant resources (\$250k or more) is spent annually by the State in marketing Vermont's artists and their products as being good for business development, good for tourism, and good for community vibrancy

B) We encourage/support artists to be engaged in their local communities through Grants, Workshops, Convenings, and Partnerships

<u>Why?</u>	<u>What Will We Measure?</u>	<u>How?</u>
<ul style="list-style-type: none"> • Artists bring depth and variety to community experiences in the classroom, in planning and select board meetings, and in public places. They are frequently the source of creative, attractive outcomes that lead to greater community vibrancy. • It addresses one of the NEA's Strategic Goals (2.3) 	<ul style="list-style-type: none"> • The number and quality of applications to Council community grant programs and NEA grant awards made to Vermont communities in which artists are key participants • The number and geographic diversity of artists serving on school boards, selectboards, Chambers, service organizations, etc. 	<ul style="list-style-type: none"> • By comparing annual application data over time • By conducting, with Vt. Downtown Program, annual survey
OUTCOMES		
<u>Next Two Years</u>	<u>Two -- Five Years</u>	<u>Five plus years</u>
<ul style="list-style-type: none"> • Identification of key baseline attributes that identify a community as "artist-friendly" • Survey tool developed that measures the level of artist engagement in municipal or local activities; that also provides a baseline for residents' opinion is about the cultural vibrancy of their communities 	With partners, the Council develops an initiative that offers professional development for artists who wish to become more engaged in civic matters	An increase in residents' awareness of their community's cultural vibrancy as expressed in annual Vermonter Poll

C) We encourage artists to explore ways to engage their own communities through projects or services that foster greater community awareness and understanding

<p><u>Why?</u> Artists are often the source of creative solutions to community issues and challenges. They tend to see opportunity where others only see challenges and regulations. The more they are involved in community projects, the easier it is to convey their value to their community.</p>	<p><u>What Will We Measure?</u></p> <ul style="list-style-type: none"> • The number and location of artists • The degree to which artists make their living from their art • The degree to which artists are engaged in formal and informal community activities 	<p><u>How?</u> By reviewing census data; employment/tax data; artist surveys</p>
<p><u>Next Two Years</u> Identify key baseline statistics through independent research (such as that done in 2010 by Doug Hoffer)</p>	<p><u>OUTCOMES</u> <u>Two -- Five Years</u> Biennial survey of artists and art service organizations; Vermonter Poll that gauge health and well-being of artists</p>	<p><u>Five plus years</u> Census Rankings: Vermont remains in the top 10% of states of artists per capita</p>

FOR ARTS ORGANIZATIONS

A) We support organizations that produce or present high quality work

<p><u>Why?</u></p> <ul style="list-style-type: none"> • It is difficult to encourage greater participation in the arts (Council strategic goal) without excellent art • NEA Strategic Goal (2.1) 	<p><u>What Will We Measure?</u> The number and quality of applications to Council grant programs, both operating support and project support</p>	<p><u>How?</u></p> <ul style="list-style-type: none"> • Annual comparison of application data as reviewed by a panel of peer-professionals • Vermont Cultural Data Project (VtCDP) Data that provides critical information about the financial and operational health of arts organizations
<p><u>Next Two Years</u> Baseline data established using comparable data reports from VtCDP</p>	<p><u>OUTCOMES</u> <u>Two -- Five Years</u> All not-for-profit arts and cultural organizations in Vermont are subscribed to VtCDP; management self-awareness is improving</p>	<p><u>Five plus years</u> Significant improvement in statistics relative to fund balances, operating reserves, employment</p>

B) We support organizations that provide "public benefit services" to their communities beyond their own presentations and exhibitions

<p><u>Why?</u></p> <ul style="list-style-type: none"> • In order to engage people in the arts, arts organizations should be engaged in related aspects of people's lives, through education, mental/physical health, social service, and other civic activities • NEA Strategic Goal (2.3) 	<p><u>What Will We Measure?</u></p> <ul style="list-style-type: none"> • The number and quality of applications to Council grant programs, both operating support and project support. • Attitudes towards arts organizations by key supporters/collaborators. • The degree to which organizations are addressing services to underserved populations 	<p><u>How?</u></p> <ul style="list-style-type: none"> • Annual comparison of application data as reviewed by a panel of peer-professionals, particularly in operating support and education categories. • VtCDP Data that provides critical information about the financial and operational health of arts organizations as well as the degree to which they are engaging their local communities through a variety of programs and services • Site visits, as needed, to assess compliance with ADA, outreach to underserved populations, etc.
<p><u>Next Two Years</u></p> <ul style="list-style-type: none"> • Baseline data established that looks at total \$ amount committed to community services and programs • The number of successful applications for operating support • The number of organizations subscribed to VtCDP 	<p><u>OUTCOMES</u> <u>Two -- Five Years</u></p> <p>Growth in the number of community arts organizations applying for operating support</p>	<p><u>Five plus years</u></p> <ul style="list-style-type: none"> • 100% of "Top 30" cultural organizations receiving operating support • 35% of "Second Tier" cultural organizations receiving operating support • Continued increase in public support of healthy arts organizations through Council programs and services

C) Advocate for organizations to thrive in/be valued by their own communities

<p><u>Why?</u></p> <ul style="list-style-type: none"> • A thriving arts sector has a symbiotic relationship with a community's economic and social vitality. Each is dependent on the other. • NEA Strategic Goal (3.1) 	<p><u>What Will We Measure?</u></p> <p>Citizen attitudes; visitor attitudes; private sector support, especially if it's local</p>	<p><u>How?</u></p> <p>Vermonters and Tourism poll data; VtCDP Data</p>
<p><u>Next Two Years</u></p> <p>Baseline data and ongoing research protocols with key partners are established</p>	<p><u>OUTCOMES</u> <u>Two -- Five Years</u></p> <p>Increase in number of key arts organizations reporting healthy fund balances, engaged audiences, healthy partnerships with schools, social services agencies, community leaders, etc.</p>	<p><u>Five plus years</u></p> <ul style="list-style-type: none"> • Significant increase (2x over FY12) in level of support given to the Council to maintain and expand the health and vitality of communities through the arts • Significant increase in the number of communities supporting their local arts organizations and artists

FOR COMMUNITIES

A) We support educational activities particularly in pre-K through 12 schools that have art-enriched/art-integrated curricula and programming

<p><u>Why?</u></p> <ul style="list-style-type: none"> We want Vermont to be known for turning out civic-minded citizens who recognize and appreciate the arts not only for their intrinsic value, but for the value they offer to communities. We assert that learning in and through the arts is a critical path to success for all students NEA Strategic Goals (2.2, 2.3) 	<p><u>What Will We Measure?</u></p> <p>The number and quality of school and "out-of-school" arts educational programs and services offered by applicant organizations; the quality of teaching artists who are professionally equipped to work in educational settings</p>	<p><u>How?</u></p> <p>Annual application and final grant report data; site visits; feedback from collaborators and professional service organizations</p>
<p><u>Next Two Years</u></p> <ul style="list-style-type: none"> Identification of key partners (in the absence of DOE and VAAE) Develop benchmarks and policy recommendations that infuse STEM with an A to turn it into STEAM 	<p><u>OUTCOMES</u></p> <p><u>Two -- Five Years</u></p> <ul style="list-style-type: none"> Commitment of State DOE funding to supporting arts-based learning in all Vermont schools, especially at-risk schools Identification of metrics for evaluating progress of at-risk school performance 	<p><u>Five plus years</u></p> <ul style="list-style-type: none"> Model "arts rich" schools held up as key 21st century examples of excellence in education; more funding devoted to training art teachers and teaching artists STEM is now regularly referred to as STEAM

B) We support communities that collaboratively engage the arts sector in their promotional efforts about their local economic vitality and "vibrancy"

<p><u>Why?</u></p> <ul style="list-style-type: none"> The arts serve not only as a valuable tourism draw, but also serve as a significant attractor for new business development in any community NEA Strategic Goals (3.1, 3.2) 	<p><u>What Will We Measure?</u></p> <p>The number, quality, and geographic dispersion of "Cultural Heritage Tourism" type (CHT) collaborations that bubble up from Vermont communities looking for marketing/promotional support from the state</p>	<p><u>How?</u></p> <p>Site visits; application/rfp materials; sales/use; room/meals tax data; Hoffer Report II; VtCDP</p>
<p><u>Next Two Years</u></p> <p>Establish core community benchmarks that will allow individual community assessment of projects, but also may be aggregated with other projects to develop an understanding of how CHT projects impact communities</p>	<p><u>OUTCOMES</u></p> <p><u>Two -- Five Years</u></p> <p>Develop clear and consistent guidelines with Vermont Department of Tourism and Marketing (VDTM), Office of the Creative Economy (OCE), and other Agency of Commerce and Community Development (ACCD) departments about how the state can support current and future CHT projects</p>	<p><u>Five plus years</u></p> <p>OCE supports the local private sector agenda; Council supports the local not-for-profit arts sector agenda; and VDTM markets and promotes everything</p>

C) We support efforts that encourage local businesses to support the arts through donations, sponsorships, volunteer service, or hiring

<u>Why?</u>	<u>What Will We Measure?</u>	<u>How?</u>
<ul style="list-style-type: none"> The arts cannot thrive without significant support from the private sector We believe that an arts organization's relationship with its community's businesses is a key indicator of the arts' health in that community 	Private sector support of the arts	VtCDP Data; AFTA Creative Communities report
<u>OUTCOMES</u>		
<u>Next Two Years</u>	<u>Two -- Five Years</u>	<u>Five plus years</u>
<ul style="list-style-type: none"> Create compelling case statement documentation that helps local organizations raise funds for their artistic programs and services using Art Supports Me, Hoffer II, Dwyer Impact Evaluation data Define benchmarks that will help identify causal relationships and trends 	Support ongoing information-sharing and reporting on the health of cultural organizations to improve the case for more public investment in the arts to trigger even greater private match	Vermont Business service organizations include the arts as a significant vehicle through which they can achieve their own goals (VBSR, VBR, Vt. Chamber, etc.)

FOR THE ARTS COUNCIL

A) We support efforts to identify the characteristics of people who visit Vermont for arts and cultural purposes (Tourism); as well as those who live in Vermont because they value the arts

<u>Why?</u>	<u>What Will We Measure?</u>	<u>How?</u>
<ul style="list-style-type: none"> We believe that there is a significantly under-counted, under-reported audience for Vermont art and culture. Understanding who is already visiting/living/employing people in Vermont because of its arts and cultural scene is a critical step in improving Vermont's business and social climate. We further believe that high quality art and culture are as much a part of the Vermont brand as outdoor recreation (skiing, hiking, etc.), High quality/"Slow" foods, Vermont forest products (including syrup and foliage), and Cabot Cheddar Cheese. NEA Strategic Goals (3.1, 3.2) 	Arts audience demographics	Site surveys, web analytics, phone surveys, Vermonter Poll, VtCDP, Art Supports Me evaluation data

<u>Next Two Years</u>	<u>OUTCOMES</u> <u>Two -- Five Years</u>	<u>Five plus years</u>
<ul style="list-style-type: none"> • Identification of baseline statistics: Who comes here, from where, how much do they spend, what else do they do, what is the impact on State and local services, what is the income to state and local governments? Identify entrepreneurs who establish new businesses in particular communities and find out why there and not somewhere else? • Make targeted marketing/promotional investments in arts-based community activities and track Sales/Use; Room/Meals tax revenue, and business development statistics in those communities 	<ul style="list-style-type: none"> • Make the case to business and legislature for additional funds to promote Vermont's cultural resources to wider audiences • Increase Tourism budget to meet the demand for greater marketing/promotion of the arts sector 	<p>Vermont is recognized as much for the quality and integrity of its artists and arts products as it is for the quality of its dairy, maple, and outdoor recreation products</p>

B) We support efforts to clarify and quantify the economic and social impact of the arts and cultural sector on Vermont. (Community Economic Development)

<u>Why?</u>	<u>What Will We Measure?</u>	<u>How?</u>
<ul style="list-style-type: none"> • We believe that the term "impact" is more effective when discussing state and local tax revenues, attracting new businesses, and assessing the role of the arts in developing a community's social capital instead of the more nebulous way it is traditionally used to describe economic activity. • NEA Strategic Goals (3.1, 3.2) 	<p>Tax and Employment data; Survey data; Tourism Data; SBA Data; Social Impact analysis Dwyer, et. al.)</p>	<p>Hoffer Report II; Vermonter Poll; Dwyer metrics</p>
<u>Next Two Years</u>	<u>OUTCOMES</u> <u>Two -- Five Years</u>	<u>Five plus years</u>
<ul style="list-style-type: none"> • Economic Indicators are established; but start collecting data about social impacts. • Work with partners to identify key baseline statistics for trend analysis 	<ul style="list-style-type: none"> • Public Benefit arguments in support of the arts are reflected in an increase in the number of legislators who are part of the legislative caucus • Candidates for public office who have a clearly articulated arts platform • State Appropriation matches NEA appropriation 1:1 	<p>The Council's State appropriation increases to match what would have been its level had it kept pace with inflation since 1989</p>

C) We embrace technology not just for how it facilitates Council grant-making and communications, but for the resources it allows us to share with artists, schools, arts organizations, communities, and strategic collaborators

<p style="text-align: center;"><u>Why?</u></p> <ul style="list-style-type: none"> • Technology allows us to share more information about success stories and best practices; to develop a shared advocacy message that is clear and compelling; and it offers tools that enables those who manage in the arts much greater awareness of the challenges and opportunities they face. • The digital literacy of graduating secondary and post-secondary students is considered a prime indicator of their ability to enter the 21st Century Workforce." 	<p style="text-align: center;"><u>What Will We Measure?</u></p> <ul style="list-style-type: none"> • Number and frequency of marketing and promotional collaborations (state and local) • Number and frequency of collaborations between the non-profit and for-profit sectors around business development (particularly in the emergent media area); increased local participation rates in programs offered digitally by local, regional, and national arts organizations. • Graduation rates. 	<p style="text-align: center;"><u>How?</u></p> <p>Annual Application Data review; VtCDP; VDTM and Vt. Arts Council Web Analytics; Dept. of Education annual student performance statistics</p>
<p style="text-align: center;"><u>Next Two Years</u></p> <ul style="list-style-type: none"> • Key collaborators (Champlain College?) and collaborative activities (App Development?) are identified in the areas of marketing/promotion and school access and engagement • Integrated Arts Academy established as a testing/proving ground for elementary arts-ed based technology programs and services 	<p style="text-align: center;"><u>OUTCOMES</u> <u>Two -- Five Years</u></p> <ul style="list-style-type: none"> • Number and quality of community arts activities that are marketed and promoted beyond Vermont's borders increases • Model programs (eg. Vermont MIDI, Met Opera Broadcasts) that use technology as a core attribute are disseminated and adapted by other arts organizations and schools • The Vermont Arts App is made available on Android and IOS platforms 	<p style="text-align: center;"><u>Five plus years</u></p> <ul style="list-style-type: none"> • 20% of the State's marketing and promotion budget is spent on promoting Vermont's artistic assets • VDTM's appropriation is increased by 25% to accommodate its investment in promoting the arts • The Council's arts directory, teaching artists roster, events calendar, and iphone app are viewed as vital resources to Vermont policy makers, community development professionals, and educators