



PCMC RECOMMENDATIONS

This recommendation report was created for Park City Municipal based on input and data collected from the Project ABC community engagement process which included surveys, interviews, workgroup sessions, Council presentations, and stakeholder meetings.

Project ABC Identified seven collective priorities with associated strategic recommendations that represent the needs, wants, and challenges of seven distinct stakeholder groups.

Collective Priority 1: Spaces	Stakeholder: Nonprofit Representatives
Collective Priority 2: Data	Stakeholder: Government Representatives
Collective Priority 3: Places	Stakeholder: Creative Representatives
Collective Priority 4: Funding	Stakeholder: Business Representatives
Collective Priority 5: Governance/Policy	Stakeholder: Art Educators
Collective Priority 6: People/Organizations	Stakeholder: Art Lovers (General Public)
Collective Priority 7: Programming	Stakeholder: Visitors

The strategies included in this report are distilled down from the 48 overall strategies of ProjectABC. The strategies listed here are organized into the collective priority group and are where we, as ProjectABC, see Park City Municipal taking a lead or partnership role.

Many of these strategies are also relevant to other organizations or entities throughout the county. In no instance is Park City Municipal expected to be the sole implementor.



COLLECTIVE PRIORITY: Spaces

Develop, support, and protect high-quality facilities and venues for the creation, cultivation, and exhibition of Arts and Culture countywide.

Strategy: Build or set-aside **affordable live/work housing for artists** who live and work in Summit County and enact local policy to ensure long-term availability and affordability of artist live/work space

Possible Actions:

- Integrate artist live/work space into Bonanza Park Arts District

Timeline: MEDIUM (3 YEAR)

Strategy: Identify policies, funding mechanisms, and other approaches to **protect current and future Arts and Culture spaces in perpetuity** to avoid the loss of creative spaces over time.

Possible Actions

- Long-term ownership of spaces by local government or Arts Council. Such as ownership structure of Park City Museum.
- Deed Restrictions
- Shared ownership structures
- Real estate trust
- Park City Museum? Owned by City

Timeline: SHORT (1 YEAR)

Strategy: Create accessible, **community-level, locals-focused venues** for the performance, and exhibition of arts and culture.

Possible Actions:

- Park City Arts and Culture district spaces
- Other existing City-owned/managed spaces (Community Center, Library, Miner's Hospital)
 - CO-OP RETAIL SPACE
 - Community Gallery
 - Black box Theatre
 - Listening Room
- Create opportunities for local artists to display work in public buildings, businesses, hotels, and resort lodges.

Timeline: MEDIUM (3 YEAR)

Strategy: Expand, maintain, or develop **outdoor public gathering spaces** countywide that provide creative expression and that provide opportunities to display and perform.



Possible Actions:

- Include arts-centric public gathering space in the Bonanza Park Arts District
- Make improvements on existing parks, plazas, stages, and other gathering space to ensure appropriate infrastructure exists for arts and culture.

Timeline: EXISTING // ONGOING

Strategy: Develop **collaborative studio facilities for artists** working in a variety of fields that provide workspace, storage, and equipment.

Possible Actions:

- Integrate into Bonanza Park Arts and Culture District spaces
 - Writer's lounge
 - Recording Studios
 - Commercial Kitchen or Incubator Space
 - Makerspace

Timeline: MEDIUM (3 YEAR)

COLLECTIVE PRIORITY: Data

Develop systems and tools that use data to drive decision-making and track the future of arts and culture in Summit County.

Strategy: Conduct annual **Economic Impact Analysis of the Creative Economy** in Summit County. Develop and implement an accurate and defensible system of quantifying Arts and Culture attendance to support ongoing economic impact quantification.

Possible Actions:

- Participate in the Americans for the Arts *Arts and Economic Prosperity VI*

Strategy: Publish a centralized **community-wide annual report of arts and culture funding** and in-kind contributions

- Utilize data from granting portal and Creative Asset Directory.
- Develop a reliable and accurate system of audience tracking.

Timeline: SHORT (1 YEAR)

COLLECTIVE PRIORITY: Places

Support the development and connection of places for arts and culture across Summit County geographies.



Strategy: Focus on **connecting existing and new arts and culture hubs** across the county and building a network for promotion, support, and creative activation.

Possible Actions:

- Develop a designation program to identify arts and culture hubs.
- Integrate wayfinding within and between arts and culture hubs.
- Cross-hub programming to support movements and relationship between hubs.

Timeline: Medium (3 YEAR)

Strategy: Further develop local **public art**.

Possible Actions:

- Integrate public art into trails and open space.
- Create Interactive and temporary public art experiences
- Develop an accessible map or web-based tool to better highlight the collection
- Combine locally produced artwork with more internationally known, iconic artist installations
- Use public art to highlight cultural and ethnic diversity of Summit County
- Prioritize functional public art (wayfinding, benches, landscape art, etc.)
- Incentivize private developers to invest in and install public art
- Look for additional funding sources for public art projects

Timeline: MEDIUM (3 YEARS)

Strategy: Prioritize **mindful development** that incorporates curated arts and culture elements into master planning proposals.

Possible Actions:

- Incentivize private developers to invest in and install public art or contribute to a private percent for art fund that support arts and culture broadly.

Timeline: Medium (3 YEAR)

COLLECTIVE PRIORITY: Funding

Develop diverse and sustainable funding mechanisms to ensure long-term success and vibrancy for Arts and Culture in Summit County.

Strategy: Develop creative and flexible community-wide **funding mechanisms that are not reliant on traditional donations and/or local public funding**

Possible Actions:

- Restaurant Round-Up
- Private % for Art



- Developer Impact Fee
- HOA Tax

Timeline: Short (1 YEAR)

Strategy: Create a **new granting program** for individual artists and creative projects that does not require non-profit status.

Possible Actions:

- Develop a small project grant program.
- Public Art Board implement a small scale public art program with easier application process and broader availability of what funding can be used for.

Timeline: Short (1 YEAR)

Strategy: **Continue public % for art funding for public art** but explore opportunities to use funds for smaller, temporary projects in addition to bigger permanent installations.

Possible Actions:

- Review and amend current public art regulations

Timeline: Short (1 YEAR)

Strategy: Seek **state and federal grant support for arts and culture.**

Possible Actions:

- Look at opportunities to partner with local arts and culture organizations to apply for funding.
 - Artplace America Grant
 - NEA Our Town Grant
 - Legislative Appropriation
 - Utah Division of Arts and Museums Funds

Timeline: Short (1 YEAR)

Strategy: Seek **new sources of local public funding** for arts and culture.

Possible Actions:

- TRT
- Bond
- Economic Development Funds

Timeline: Medium (3 YEARS)



COLLECTIVE PRIORITY: Governance/Policy

Create administrative structures, systems, and policies to support the sustained vitality and growth of arts and culture in Summit County.

Strategy: Fund a new or existing local organization to:

- Manage and administer centralized funding distribution (i.e., grants)
- Advocate on behalf creatives and arts and culture organizations locally and statewide
- Promote arts and culture countywide to locals and destination visitors.
- Support and connect places for arts and culture throughout the county in a unified effort

Possible Actions:

- Position the Arts Council as a larger organization with more significant governance responsibilities and greater staff support.
- Create a new PCMC department to fulfill this role.
- Identify another organization or entity to fulfill this role.

Timeline: Short (1 YEAR)

Strategy: Create a **dedicated, official arts and culture liaison position or department** in local government (e.g., Summit County, Park City, etc.)

Possible Actions:

- Evaluate existing staff support for Arts and Culture and adjust staff allocations to appropriately reflect community need - broaden Arts and Culture from events and public art.
- Establish policy that connects Arts and Culture to city and county government economic and community development goals.

Timeline: Medium (3 YEARS)

Strategy: Establish or identify an **organization or individual to serve as a liaison/coordinator to advocate for inclusion, programming, and outreach to diverse populations** throughout Summit County.

Possible Actions:

- Connect arts and culture to social equity action planning

Timeline: Medium (3 YEARS)



COLLECTIVE PRIORITY: Programming

Build creative programs that respond to our diverse community needs, interests, and dreams

Strategy: Develop **programming that connects arts and culture to other community priorities** or uses arts and culture as a tool for advancement.

- Recreation/Sport
- Mental Health
- Aging
- Cultural Heritage
- Sustainability

Possible Actions:

- Integrate into Bonanza Park Development
- Classes, Lectures, and Workshops
- Artist in Residence Program
- Business Incubator

Timeline: Short (1 year)





PC PAB RECOMMENDATIONS

This recommendation report was created for the Park City Public Art Board based on input and data collected from the Project ABC community engagement process which included surveys, interviews, workgroup sessions, Council presentations, and stakeholder meetings.

Project ABC identified seven collective priorities with associated strategic recommendations that represent the needs, wants, and challenges of seven distinct stakeholder groups.

Collective Priority 1: Spaces

Stakeholder: Nonprofit Representatives

Collective Priority 2: Data

Stakeholder: Government Representatives

Collective Priority 3: Places

Stakeholder: Creative Representatives

Collective Priority 4: Funding

Stakeholder: Business Representatives

Collective Priority 5: Governance/Policy

Stakeholder: Art Educators

Collective Priority 6: People/Organizations

Stakeholder: Art Lovers (General Public)

Collective Priority 7: Programming

Stakeholder: Visitors

The strategies included in this report are distilled down from the 48 overall strategies of ProjectABC. The strategies listed here are organized into the collective priority group and are where we, as ProjectABC, see Park City Public Art Board taking a lead or partnership role.

Many of these strategies are also relevant to other organizations or entities throughout the county. In no instance is Park City Public Art Board expected to be the sole implementer.



COLLECTIVE PRIORITY: Spaces

Develop, support, and protect high-quality facilities and venues for the creation, cultivation, and exhibition of Arts and Culture countywide.

Strategy: Create opportunities for local artists to display work in public buildings, businesses, hotels, and resort lodges.

Possible Actions:

- Single entity curate, manage, insure, etc. the artwork and site locations as well as all logistic details. Offered as a service to participating venues.

Timeline: SHORT (1 YEAR)

COLLECTIVE PRIORITY: Places

Support the development and connection of places for arts and culture across Summit County geographies.

Strategy: Further develop local public art.

Possible Actions:

- Integrate public art into trails and open space.
- Create Interactive and temporary public art experiences
- Develop an accessible map or web-based tool to better highlight the collection
- Combine locally produced artwork with more internationally known, iconic artist installations
- Use public art to highlight cultural and ethnic diversity of Summit County
- Prioritize functional public art (wayfinding, benches, landscape art, etc.)
- Incentivize private developers to invest in and install public art
- Look for additional funding sources for public art projects

Timeline: MEDIUM (3 YEARS)

Strategy: Focus on connecting existing and new arts and culture hubs across the county and building a network for promotion, support, and creative activation.

Potential Implementers: PCSC Arts, Park City Municipal, Summit County

Possible Actions:

- Utilize Rail Trail as a primary backbone between hubs
 - Local programming for residents within each hub
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- Local facilities within each hub
- Culturally Relevant Cultural tourism into each hub
- Heritage preservation within each hub
- Countywide Historic Architecture and Design interpretative map
- Cross-hub programming to support movements and relationship between hubs.

Timeline: Medium (3 YEAR)

COLLECTIVE PRIORITY: Funding

Develop diverse and sustainable funding mechanisms to ensure long-term success and vibrancy for Arts and Culture in Summit County.

Strategy: Continue public % for art funding for public art but explore opportunities to use funds for smaller, temporary projects in addition to bigger permanent installations.

Possible Actions:

- Review and amend current public art regulations

Timeline: Short (1 YEAR)

COLLECTIVE PRIORITY: Governance/Policy

Create administrative structures, systems, and policies to support the sustained vitality and growth of arts and culture in Summit County.

Strategy: Form a countywide Citizen Advisory Group for arts and culture generally to hold the local government and other key stakeholders accountable and to advocate for Arts and Culture.

Possible Action:

- Continuation of ProjectABC Steering Committee
- Expanding the role of the Public Art Boards
- Form an independent oversight group

Timeline: Short (1 year)

COLLECTIVE PRIORITY: People/Organizations

Support the needs of people and organizations through arts and culture in Summit County.

Strategy: Hire more artists from Summit County for performance, public art, private installations in commercial spaces, etc.



Possible Actions:

- Evaluate existing allocation of public art dollars on local vs. non-local artists.
- Consider giving local artists a priority bump for certain public art projects
- Increase marketing efforts of public art projects that include local artists so the community is aware a local artist has been used.

Timeline: Short (1 year)

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COLLECTIVE PRIORITY / STRATEGY REPORT

Project ABC Identified seven collective priorities with associated strategic recommendations that represent the needs, wants, and challenges of seven distinct stakeholder groups.

Collective Priority: Spaces

Stakeholder: Nonprofit Representatives

Collective Priority: Data

Stakeholder: Government Representatives

Collective Priority: Places

Stakeholder: Creative Representatives

Collective Priority: Funding

Stakeholder: Business Representatives

Collective Priority: Governance/Policy

Stakeholder: Art Educators

Collective Priority: People/Organizations

Stakeholder: Art Lovers (General Public)

Collective Priority: Programming

Stakeholder: Visitors

The strategies included in this report are inclusive of all of the strategic recommendations emerging from ProjectABC. The strategies listed here are organized into the collective priority group.

COLLECTIVE PRIORITY: Spaces

Develop, support, and protect high-quality facilities and venues for the creation, cultivation, and exhibition of Arts and Culture countywide.

Strategy: Build or set-aside **affordable live/work housing for artists** who live and work in Summit County and enact local policy to ensure long-term availability and affordability of artist live/work space.

Potential Implementers: Park City Municipal, Summit County, Private developers

Possible Actions:

- Integrate artist live/work space into Bonanza Park Arts District and other new development opportunities.
- Look for opportunities countywide to build artist-specific affordable housing.

Timeline: MEDIUM (3 YEAR)

Strategy: Identify policies, funding mechanisms, and other approaches to **protect current and future Arts and Culture spaces in perpetuity** to avoid the loss of creative spaces over time.

Potential Implementers: Park City Municipal, Summit County, Park City Summit County Arts Council, Private Developers

Possible Examples

- Long-term ownership of spaces by local government or Arts Council, such as ownership structure of Park City Museum.
- Deed Restrictions
- Shared ownership structures
- Real estate trust

Timeline: SHORT (1 YEAR)

Strategy: Create accessible, **community-level, locals-focused venues** for the performance, and exhibition of arts and culture.

Potential Implementers: Park City Municipal, Summit County, PCSC Arts Council, Arts and Culture non-profit organizations, Local artists and entrepreneurs

Possible Examples:

- Park City Arts and Culture District spaces
- Coalville Artist Studios
- Co-op retail space
- Community Gallery
- Black box Theatre
- Listening Room



- Create **opportunities for local artists to display work** in public buildings, businesses, hotels, and resort lodges.

Timeline: MEDIUM (3 YEAR)

Strategy: Expand, maintain, or develop **outdoor public gathering spaces** countywide that provide creative expression and that provide opportunities to display and perform.

Potential Implementers: Park City Municipal, Summit County, Private Developers

Possible Actions:

- Include arts-centric public gathering space in the Bonanza Park Arts District
- Make improvements on existing parks, plazas, stages, and other gathering space to ensure appropriate infrastructure exists for arts and culture
- Improve or replace existing amphitheatre space at Newpark
- Include arts-centric public gathering space in future resort development

Timeline: Short, Medium, and Long

Strategy: Ensure **facilities** are available or accessible **for small and emerging nonprofits** and events, not just the anchors.

Potential Implementers: PCSC Arts

Possible Actions:

Timeline: SHORT (1 YEAR)

Strategy: Build additional indoor and outdoor **venues for large, world-class performances.**

Potential Implementers: Park City Municipal, Summit County, Arts and Culture Nonprofit organizations, private developers

Possible Actions

- Integrate large-scale world-class performance venue in the Bonanza Park Arts District
- Consider development opportunities at resorts

Timeline: MEDIUM (3 YEAR) and LONG (5 YEAR +)

Strategy: Develop **collaborative studio facilities for artists** working in a variety of fields that provide workspace, storage, and equipment.

Potential Implementers: PC Municipal, Summit County, PCSC Arts, Summit County Art House (SCAH), Kimball Art Center



Possible Actions:

- Writer's lounge
- Recording Studios
- Commercial Kitchen or Incubator Space
- Makerspace

Timeline: MEDIUM (3 YEAR)

COLLECTIVE PRIORITY: Data

Develop systems and tools that use data to drive decision-making and track the future of arts and culture in Summit County.

Strategy: Develop a consistent countywide **Public Granting Portal and Database** with:

- Reports on funding allocation by type, size, and reach of grantee
- Reports on impact of granting (attendance, ticket sales, staffing, audience, programming)

Potential Implementers: Park City Municipal, Summit County, PCSC Arts

Possible Actions:

- Sign up for Data Arts or other third party software
- Revise process of submitting, reviewing, selecting, dispersing, and reporting on all Arts and Culture grants in Summit County.

Timeline: SHORT (1 YEAR)

Strategy: Conduct **annual Economic Impact Analysis of the Creative Economy** in Summit County. Develop and implement an accurate and defensible system of quantifying Arts and Culture attendance to support ongoing economic impact quantification.

- Quantifying current and future economic impact/revenue generation
- Connecting to existing and future economic impact analysis efforts the county, state, region, and nation

Potential Implementers: Park City Municipal, Summit County, PCSC Arts, Utah Cultural Alliance (partner)

Possible Actions:

- Participate in the Americans for the Arts *Arts and Economic Prosperity VI*

Strategy: Publish a centralized community-wide **annual report of arts and culture funding** and in-kind contributions

- Utilize data from granting portal and Creative Asset Directory.
- Develop a reliable and accurate system of audience tracking.



Timeline: SHORT (1 YEAR)

Strategy: Build and maintain a Summit County **Creative Asset Directory**

Potential Implementers: PCSC Arts

Possible Actions:

- Build an interactive database accessible via the PCSC Arts website or independent website where users can search, edit, and add to records.

Timeline: SHORT (1 YEAR)

Strategy: Develop a **ProjectABC Implementation Dashboard** to monitor the ongoing progress and impact of ProjectABC initiatives.

Potential Implementers: PCSC Arts

Possible Actions:

- Build an interactive dashboard accessible via the PCSC Arts website or independent website where users can search, edit, and add to projects and can monitor the ongoing impact of ProjectABC.

Strategy: Support and expand existing **centralized calendaring systems** for arts and culture programming, events, and education.

Potential Implementers: PCSC Arts

Possible Actions:

- Build capacity to increase existing calendaring efforts and collaborate with other calendaring orgs
- Integrate a countywide calendaring system

Timeline: SHORT (1 YEAR)

COLLECTIVE PRIORITY: Places

Support the development and connection of places for arts and culture across Summit County geographies.

Strategy: Focus on **building arts and culture facilities and hubs on the Eastside** of Summit County that serve the unique needs and interests of each community and its residents. Facilities and/or hubs should include work, performance, exhibition, and education spaces.

Potential Implementers: Summit County, PCSC Arts, Oakley City, Kamas City, Coalville City, Summit County Art House (SCAH)



Possible Actions:

- Develop an Arts District in Oakley using existing proposal as a foundation.
- Cultivate existing arts venues in Kamas, purchase and restore Kamas Theatre, add performing arts infrastructure to city park, and use Kamas Services building as an arts and culture venue.
- Recruit culturally relevant creative business to downtown Coalville, form partnerships between local artisans/makers and agriculture, adapt/renovate vacant or underutilized spaces for arts and culture uses.
- Expand Summit County cultural heritage museum to separate facility.

Timeline: Medium (3 YEAR)

Strategy: Focus on **connecting existing and new arts and culture hubs** across the county and building a network for promotion, support, and creative activation.

Potential Implementers: PCSC Arts, Park City Municipal, Summit County

Possible Actions:

- Utilize Rail Trail as a primary backbone between hubs
- Local programming for residents within each hub
- Local facilities within each hub
- Culturally Relevant Cultural tourism into each hub
- Heritage preservation within each hub
- Countywide Historic Architecture and Design interpretative map
- Cross-hub programming to support movements and relationship between hubs.

Timeline: Medium (3 YEAR)

Strategy: Further develop local **public art**.

Potential Implementers: PCPAB, SCPAB, PCSC ARTS, Private Developers

Possible Actions:

- Integrate public art into trails and open space.
- Create Interactive and temporary public art experiences
- Develop an accessible map or web-based tool to better highlight the collection
- Combine locally produced artwork with more internationally known, iconic artist installations
- Use public art to highlight cultural and ethnic diversity of Summit County
- Prioritize functional public art (wayfinding, benches, landscape art, etc.)
- Incentivize private developers to invest in and install public art
- Look for additional funding sources for public art projects

Timeline: MEDIUM (3 YEARS)



Strategy: Prioritize **mindful development** that incorporates curated arts and culture elements into master planning proposals.

Potential Implementers: Summit County, Park City Municipal, Oakley, Kamas, Coalville, Private Developers

Possible Actions:

- Bonanza Park
- Canyons Master Plan
- Kimball Junction
- Eastside development projects

Timeline: Medium (3 YEAR)

COLLECTIVE PRIORITY: Funding

Develop diverse and sustainable funding mechanisms to ensure long-term success and vibrancy for Arts and Culture in Summit County.

Strategy: Develop creative and flexible community-wide **funding mechanisms that are not reliant on traditional donations and/or local public funding**

Potential Implementers: PCSC Arts, Summit County, Park City Municipal

Possible Actions:

- Restaurant Round-Up
- Private % for Art
- Developer Impact Fee
- HOA Tax

Timeline: Short (1 YEAR)

Strategy: Create a **new granting program** for individual artists and creative projects that does not require non-profit status.

Potential Implementers: Summit County, Park City Municipal, PCSC Arts

Possible Actions:

- Develop a small project grant program.
- Public Art Board implement a small scale public art program with easier application process and broader availability of what funding can be used for.

Timeline: Short (1 YEAR)

Strategy: **Continue public %** for art funding for public art but explore opportunities to use funds for smaller, temporary projects in addition to bigger permanent installations.



Potential Implementers: PCPAB, SCPAAB

Possible Actions:

- Review and amend current public art regulations

Timeline: Short (1 YEAR)

Strategy: Establish a collective and collaborative funding pool to support capital expenditures, programming, subsidized commercial space, and unrestricted operating expenses **for arts and culture organizations.**

Potential Implementers: PCSC Arts

Possible Actions:

- Grand Collaboration
- Develop a dedicated arts and culture endowment

Timeline: Medium (3 YEARS)

Strategy: Evaluate how cultural public grants are made and disbursed to ensure support for small and emerging organizations in addition to large anchor organizations.

Potential Implementers: PCSC Arts, Park City Municipal, Summit County

Possible Actions:

- Look at review criteria to ensure that selection criteria and measures are supportive of small-scale and progressive work/programs that does not have the same large draw as others.

Timeline: Medium (3 YEARS)

Strategy: Seek state and federal grant support for arts and culture.

Potential Implementers: PCSC Arts, Park City Municipal, Summit County

Possible Actions:

- Artplace America Grant
- NEA Our Town Grant
- Legislative Appropriation
- Utah Division of Arts and Museums Funds

Timeline: Short (1 YEAR)

Strategy: Prioritize funding arts education within schools and at the community level.

Potential Implementers: Arts and Culture nonprofit organizations, School Board



Possible Actions:

Timeline: Medium (3 YEARS)

Strategy: Seek **new sources of local public funding** for arts and culture.

Other Collective Priority Connections:

Potential Implementers: Park City Municipal, Summit County

Possible Actions:

- TRT
- Economic Development Funds
- Bond

Timeline: Medium (3 YEARS)

Strategy: **Subsidize tickets** to ensure access to audiences of all income levels.

Potential Implementers: PCSC Art, Non-profit Orgs

Possible Actions:

Timeline: Short (1 YEAR)

Strategy: Allocate **additional funding for coordinated and dedicated cultural tourism** marketing.

Potential Implementers: PCSC Arts, Chamber

Possible Actions:

- Create a comprehensive and consistent marketing campaign for local (state) and national visitors.
- Integrate Arts and Culture into existing marketing initiatives
- Share visitor marketing within local market also

Timeline: Short (1 YEAR)

COLLECTIVE PRIORITY: Governance/Policy

Create administrative structures, systems, and policies to support the sustained vitality and growth of arts and culture in Summit County.

Strategy: **Fund a new or existing local organization to:**

- Manage and administer centralized funding distribution (i.e., grants)
- Advocate on behalf creatives and arts and culture organizations locally and statewide
- Promote arts and culture countywide to locals and destination visitors.



- Support and connect places for arts and culture throughout the county in a unified effort

Potential Implementers: PCSC Arts, Park City Municipal, Summit County

Possible Actions:

- Position the Arts Council as a larger organization with more significant governance responsibilities and greater staff support.
- Create a new government department to fulfill this role.
- Identify another organization or entity to fulfill this role.

Timeline: Short (1 YEAR)

Strategy: Create a **dedicated, official arts and culture liaison position or department** in local government (e.g., Summit County, Park City, etc.)

Potential Implementers: Park City Municipal, Summit County

Possible Actions:

- Evaluate existing staff support for Arts and Culture and adjust staff allocations to appropriately reflect community need - broaden Arts and Culture from events and public art.
- Establish policy that connects Arts and Culture to city and county government economic and community development goals.

Timeline: Medium (3 YEARS)

Strategy: Establish or identify an **organization or individual to serve as a liaison/coordinator to advocate for inclusion, programming, and outreach to diverse populations** throughout Summit County.

Potential Implementers: PCSC Arts, Park City Municipal, Summit County

Possible Actions:

- Hire a PCSC Arts staff member who is focused on inclusion in Arts and Culture countywide
- Connect arts and culture to social equity action planning in Park City

Timeline: Medium (3 YEARS)

Strategy: Ongoing research existing local Arts and Culture funding policies and consider renegotiation of or amendments to those policies to **ensure alignment of funding with community need.**

Potential Implementers: Summit County, PCSC Arts

Possible Actions:



- Audit current requirements for county granting to ensure they are not more restrictive than state requirements.
- Work with State and Utah Cultural Alliance to advance Creative Industries/Creative District legislation.
- Audit of public Arts and Culture funding every 5 years

Timeline: Medium (3 years)

Strategy: Form a countywide **Citizen Advisory Group for arts and culture** generally to hold the local government and other key stakeholders accountable and to advocate for Arts and Culture.

Potential Implementers: PCSC Arts, Park City Municipal, Summit County, PCPAB, SCPAB

Possible Action:

- Continuation of ProjectABC Steering Committee
- Expanding the role of the Public Art Boards
- Form an independent oversight group

Timeline: Short (1 year)

COLLECTIVE PRIORITY: People/Organizations

Support the needs of people and organizations through arts and culture in Summit County

Strategy: Prioritize **inclusive representation in our arts and culture** programming, outreach efforts, and talent development.

Potential Implementers: PCSC Arts, Arts and Culture Nonprofit organizations

Possible Actions:

Timeline: Short (1 year)

Strategy: **Hire more artists from Summit County** for performance, public art, private installations in commercial spaces, etc.

Potential Implementers: PCSC Arts, PCPAB, SCPAAB, Arts and Culture Nonprofit organizations

Possible Actions:

Timeline: Short (1 year)

Strategy: Invest in **developing local artists and creatives, particularly youth.**

- Become a net exporter of talent as opposed to a net importer.
- Commitment to and investment in arts education and mentorship



Potential Implementers: PCSC Arts

Possible Actions:

- Develop a professional development series for emerging local artists.

Timeline: Short (1 year)

Strategy: Create **regular networking and collaboration opportunities** for creatives, businesses, and nonprofit arts and culture organizations)

Potential Implementers:PCSC Arts Council, Pando Labs

Possible Actions:

- Meetups
- Annual Arts Summit Conference

Timeline: Short (1 Year)

Strategy: Identify incentives or programs to **recruit and retain high quality staff**

Potential Implementers: Chamber, Resorts

Possible Actions:

- Insurance, Subsidized ski passes, affordable housing, etc.

Timeline: Medium (3 year)

Strategy: Support the **organizational development of local arts and culture nonprofits and creative businesses.**

Potential Implementers: PCSC Arts, Pando Labs

Possible Actions:

- Training on:
 - Funding/Fundraising
 - Business Planning
 - Operational Tools and Systems
 - Data Collection
- UDAM Professional Development Grant

Timeline: Medium (3 year)

Strategy: Build capacity of teachers to **integrate arts into teaching curriculum.**

Potential Implementers: PCSC Arts, Ed Foundation, Arts and Culture Nonprofit Organizations, Utah Division of Arts and Museums



Possible Actions:

- UDAM TIP Grant
- UDAM POPS Program
- Workshops
- Visiting artists programs
- School-based arts residency program

Timeline: Medium (3 year)

Strategy: Integrate arts and culture into senior services programming.

Potential Implementers: Arts and Culture Nonprofit Organizations

Possible Actions:

- Connect to children and youth arts education efforts to create multi-generational opportunities for creative expression.

Timeline: Medium (3 year)

COLLECTIVE PRIORITY: Programming

Build creative programs that respond to our diverse community needs, interests, and dreams

Strategy: Expand integrated arts education within schools and offer additional community creative classes for all levels.

Potential Implementers: School board, Arts and Culture Nonprofit Organizations, Individual artists

Possible Actions:

- Create a pipeline of local young artistic talent.
- Build programming capacity on the eastside.
- Specific interest in dance, performing arts and music.

Timeline: Medium (3 year)

Strategy: Create public media campaigns to tell the Arts and Culture story of Summit County

Potential Implementers: PCSC Arts, Chamber

Possible Actions:

- Help creative businesses and artists cross promote.
- Buy local Campaign related to Arts and Culture

Timeline: Short (1 year)

Strategy: Expand programming for youth/all ages



Potential Implementers: PCSC Arts, Arts and Culture Nonprofit Organizations

Possible Actions:

- Youth exhibitions
- Family friendly theatre/music
- Poetry slams

Timeline: Short (1 year)

Strategy: Organize and implement an **annual Summit** to convene the Arts and Culture community, celebrate accomplishments, and brainstorm improvements

Potential Implementers: PCSC Arts

Possible Actions:

- Host annual arts and culture conference

Timeline: Short (1 year)

Strategy: Identify opportunities to **infuse more progressive art into some Arts and Culture programs.**

Potential Implementers: Arts and Culture Nonprofit Organizations

Possible Actions:

- Expand and diversify existing programming

Timeline: Short (1 year)

Strategy: Look at ways to build **new programs in a variety of creative disciplines.**

Potential Implementers: PCSC Arts, Arts and Culture Nonprofit Organizations

Possible Actions:

- Asses existing programming offerings and look for opportunities to expand.

Timeline: Short (1 year)

Strategy: Implement an **Artist in Residence program** that brings artists from outside of the community to learn, work, and teach.

Potential Implementers: PCSC Arts, Arts and Culture Nonprofit Organizations



Possible Actions:

- Implement an artist in residence program with new artists brought in regularly whose work connects to other community priorities.

Timeline: Medium (3 year)

Strategy: Offer **business development support** to artists, makers, and emerging creatives including youth.

Potential Implementers: Pando Labs, PCSC Arts

Possible Actions:

- Classes, Lectures, and Workshops
- Networking
- Business Incubator

Timeline: Short (1 year)

Strategy: Develop and support **programming that connects arts and culture to other communities priorities** or uses arts and culture as a tool for advancement.

- Recreation/Sport
- Mental Health
- Aging
- Open Space
- Sustainability
- Cultural Heritage

Potential Implementers: PCSC Arts, Park City Municipal, Summit County, Nonprofit orgs, Individual artists

Possible Actions:

Timeline: Short (1 year)

