

Project ABC Background

<u>Date</u>	<u>Item</u>
January 7, 2016	Work Session Arts & Culture Initiative Update (pg. 16 - 27) / Minutes (pg. 3 – 4)
December 8, 2016	Work Session Proposed Development of Arts and Culture Master Plan / Minutes (pages 6 – 7)
January 26, 2017	Arts and Culture Master Plan Funding Update
April 27, 2017	Amendment for Special Service Contract with Arts Council for Arts and Culture Master Plan / Minutes (pages 12 - 13)
August 31, 2017	Project ABC Update / Minutes (pages 6 – 7)
November 30, 2017	Park City Top Priority Discussion Arts and Culture
December 14, 2017	Project ABC Update (page 30) / Minutes (page 6-8)

- On January 7, 2016 staff led City Council through a Work Session regarding Arts and Culture in our community. City Council expressed their belief that the arts were a vital part of our community and asked that the Arts Initiative create a Steering Committee to work on next steps to establish goals and create a roadmap to achieve these goals.
- In December of 2016, City Council unanimously supported the need for a collaborative Arts and Culture Master Plan that would involve the whole community, diverse participation and funding.
- In January of 2017, staff worked to identify the most viable option to fund the City's portion of funding for the project (\$15,000) and ensure fiscal responsibility. This was determined to be through an extraordinary request for a Special Service Contract.
- In April of 2017, the City Council unanimously supported the Arts Council to administer Project ABC and approved an amendment for the Special Service Contract with the PCSC Arts Council.
- In August, Project ABC presented an update regarding Project ABC including pledge, survey results and next steps.
- In December of 2017, Project ABC presented an update on data and preliminary findings

How this item supports the City's Goals of the General and Strategic Plans

Arts and Culture creates a sense of community and place in our community, and specifically relates to the City's Goals in the General Plan ([goals 11 & 13](#)). Arts & Culture is one of our community's top priorities and was identified by Council as such in their last retreat. The goals and objectives of this top priority were discussed and approved by Council on November 30 and are detailed below:

Park City Municipal Arts and Culture Goals & Strategic Objectives

Value Statement: Strengthen, unify and connect artistic and cultural expression as the City grows into an arts and culture hub.

1. **Public Art - Enrich and connect the community through visual arts in public spaces**
2. **Special Events - Facilitate cultural, arts, and entertainment experiences that are inclusive and meaningful**
3. **Regional Collaboration - Continually assess arts & culture elements and identify opportunities locally and regionally**
4. **Programs - Create opportunities that engage and educate the community**
5. **Economy - Diversify and enhance economy and improve the local and guest experience**
6. **Legacy - Cultivate the legacy of our City's cultural heritage**

History of Project ABC

In September of 2015, local Summit County Arts and Culture groups began to meet to discuss how to better advocate for Arts and Culture in Summit County, and in November of 2015, Randy Barton made presentations to the City and County Council regarding the newly formed Arts & Cultural Initiative (ACIG).

On January 7th, 2016 staff led Council through a Work Session regarding Arts and Culture. City Council agreed that the arts were a vital part of our community and asked that the ACIG create a Steering Committee to work on next steps to achieve their goals.

As one of the people who helped to spearhead the ACIG, Randy Barton worked to establish a Steering Committee which included community business leaders, local government representatives, and Arts and Culture representatives. The Steering Committee began work to formulate a definition of the arts and collect directory information about artists and organizations connected to Arts and Culture.

The initial definition of the arts encompassed the following creative sectors;

- Fine Arts - painting, drawing, sculpting
- Performing Arts - theatre (acting, announcing, directing, theatrical design & build), dance and choreography, concerts (music and singing),
- Decorative Arts - crafts, ceramics, printmaking, textile arts
- Applied Arts - film and video, animation, photography, architecture, graphic design, digital arts, humanities, folklore and historic preservation, literature and writing.
- Educational Arts - youth or adult instruction and education of artistic fields.

Over the course of the past year, the definition has evolved to reflect the broad influence of Arts and Culture in our community:

We define Arts and Culture as the local production and presentation of events, programs, and products based on creative ideas and cultural inspiration.

This is inclusive of everything from public art to the County Fair; from local creative enterprises to film, music, performance, and visual arts activity; and from art education to art as a community development strategy.

The Steering Committee also reviewed the Arts Master Plans for other cities including:

- [Austin](#)
- [Boulder](#)
- [Telluride](#)
- [Santa Cruz](#)

At the November 2016 ACIG meeting, the Steering Committee asked questions regarding the goals and process unfolding and stated their support of an Arts and Culture Master Planning process.

- The Arts Council was asked to put together a scope of work for managing a cultural master planning project that included a timeline, work plan, and budget.
- The proposal was approved by the Steering Committee and brought to local governments in December of 2016. City Council unanimously supported the development of a collaborative Arts and Culture Master Plan.
- In January of 2017, City Council approved City funding to support the development of the Arts & Culture Master Plan.
- A diverse set of stakeholders have funded the effort, including City and County governments, local businesses, nonprofits, and individuals from the community.

Current Project ABC

The approved scope of work for the year-long planning process, now called ProjectABC: Art, Beauty, Culture, includes three overlapping phases: Data Collection, Convenings, and Documentation.

- The steering committee continues to oversee the Project and meets on the third Friday of the month to review progress and provide guidance to the Arts Council.
- The proposed budget was \$83,500. Fundraising efforts yielded \$99,350 in commitments of which \$96,350 has been received to date, with the remainder to come from the final PCMC payment at the end of the Project.

Project Goal

The Summit County Arts and Culture Master Plan will be a roadmap to drive the future of Arts and Culture in Summit County. It will include a set of short and long term recommendations that address the needs of the larger community, grow investment in our creative sector, connect Arts and Culture to City and County priorities, and support the long-term vitality of our Arts and Culture nonprofits.

ProjectABC is on track to meet its stated deliverables as outlined in the approved [scope of work](#). The City's involvement on the Steering Committee, financial support of the planning process, and eventual implementation of relevant strategies is a critical component in its success.

Staffing

Hadley Dynak, Executive Director of the Park City Summit County Arts Council is leading the ProjectABC process along with Jake McIntire of Union Creative Agency who was engaged as a project management consultant last April. Taylor Goldstein, an intern from the Westminster College Master's of Community Leadership program has supported the data collection and analysis phases, Alison Kuhlow has provided support aggregating and synthesizing economic data, and Shaun Roberts, a Park City School District Center for Advanced Professional Studies student, joined the team to support environment design and logistics for the ProjectABC

Summit. Jessica Riehl and Rayna Wiles were engaged as consultants for the ProjectABC Summit. Jessica was the lead facilitator and Rayna was the graphic recorder with both providing planning guidance. Kristen Mitchell has developed the Project ABC brand and website and provides ongoing collateral production support.

Additionally, Jeff Jones, Economic Development Director for Summit County has been instrumental in developing the economic impact analysis framework used to measure the scope and impact of our creative economy. Dozens of volunteers have stepped in to help with community outreach, data entry, and support with the Project ABC Summit.

Milestones

The following Milestones have been reached in the three months since our the last Council update in late August:

- The **ProjectABC Summit** was held November 14th.
 - 80+ community members participated in the day long work session, including representatives from City Staff and Council.
 - The 5 hour convening included the following elements:
 - A State of the Arts presentation including a review of the impact of creative economy jobs and audience spending.
 - A summary of data from each Stakeholder group (nonprofit, business, government, creative, arts education, art lover, visitor)
 - A work session to review Collective Priorities and Strategies emerging from the data
 - An Action planning work session to workshop different projects
 - An Open House with data stations
 - A series of creative celebrations including an artist talk, original song based on the ABC data, and a community drum circle.
- The **ProjectABC Survey** was released, which included a comprehensive outreach campaign at local events, to local media, and during community and public meetings.
 - 915 people took the survey
- A series of **Stakeholder interviews** were conducted to obtain more complete insights into the needs, ideas, and hurdles of various organizations and individuals
 - 17 interviews were completed with over 40 individuals
- **Additional Benchmark Analysis** was completed to consider lessons from eight other cities that were similar in size, resort-based, or that had strong reputations for Arts and Culture. Research included web-based research, document review, and interviews.
- **Summary Stakeholder Reports** were created to document the needs, challenges, dreams, and values of each stakeholder group. Data was compiled from interviews, surveys, workgroup meetings, Steering Committee meetings, and community conversations. These were shared as a stakeholder showcase during the ProjectABC Summit, and the individual reports were available for review.
- A set of **seven Collective Priorities** and over **50 Strategies** emerged from the data when it was aggregated across stakeholder groups.

- These Collective Priorities and Strategies were presented during a ProjectABC Summit work session.
- Participants provided feedback on priorities/strategies and ranked those that they felt were the most important and urgent. Additional and continued revisions will continue as we move through the process.
- An **economic impact analysis** has been started and additional data is being compiled to present an overview of the current state of the arts in Summit County in the final report. This analysis includes four key components.
 - Impact of Creative Economy Jobs
 - Audience Spending
 - Public Funding for Arts and Culture
 - Facilities, programs, and services compilation
- A **Partnership has been formed with City staff and Webb Management Services** to share data, cross-validate findings, and align processes where appropriate regarding Park City Arts and Culture District.
- A [Progress page](#) has been built on the ProjectABC website where the community can check in on the process. The Progress Page contains:
 - Public Engagement Statistics
 - Collective Priorities/Strategies Report
 - Stakeholder Reports
 - Presentation materials from all Steering Committee meetings
 - Upcoming events
 - Recap of the ProjectABC Summit
 - The State of the Arts presentation materials from the ProjectABC Summit
 - Workgroup Recaps
- **Monthly newsletters** have been sent to keep interested community members updated and engaged
- **Monthly interviews** on KPCW to keep the community informed about the process.
- A beta version of the [ProjectABC Directory](#) has been launched on the ProjectABC Website.
- A **Social Media strategy** centered on Facebook has been maintained.
- **Monthly Steering committee meetings** have been held and well attended.
- ProjectABC attended the **Fall Projects Open House** on September 20, 2017.
- ProjectABC attended the **Arts and Culture District community conversation** on November 2, 2017.
- ProjectABC has **explored** the concept of a **collaborative fundraising and financing strategy** and will continue to develop this idea with key stakeholders at the City, County, and State level.

DATA COLLECTION Summary

- 1143 people have taken the pledge as of 11/4/17
 - 759 Summit County Residents
 - 384 Visitors that reside outside of Summit County
- 915 People took the survey

- 835 respondents lived OR worked in Summit County
 - 80 respondents were visitors
- Five Workgroups were convened
 - Creative Workgroup
 - Non-Profit Workgroup
 - Youth Workgroup
 - Business Workgroup
 - Finance Workgroup
- Interviews
 - 17 Business, Government, Nonprofit, Creative Sector individual and group interviews
- Key Community Meetings
 - PCPAA (Park City Professional Artists Association)
 - Kamas Valley Business Association
 - Newcomers
 - HPCA
- Presentations at Eastside Council Meetings
 - Kamas
 - Coalville
 - Francis
 - Oakley
 - Henefer
- Benchmark Research of 8 Communities

EARLY WINS

A core value of the Project ABC initiative is to think big and plan for the future, while documenting Arts and Culture advancements along the way. Some of these highlights include:

- The City Council's decision to make Arts and Culture a top priority.
- The City's continued involvement in developing a new Arts and Culture district in Bonanza Park. This is a significant win for the future of Arts and Culture in the community.
- The number of people engaged in the effort—over 100 individuals have actively participated in meetings and interviews to date, from a variety of sectors in our community. Thousands have been reached through the outreach campaign.
- A number of organizations have used Arts and Culture as a means to connect the community including the Latino Arts Fest, the *View from My Door* public art installation in commercial buildings across the county, and the Monster Drawing Rally.
- 80+ community members from around the County came together at the ProjectABC Summit to spend multiple hours discussing and planning for the future of Arts and Culture in Summit County -- which included representatives from every sector, stakeholder group, and part of the county at the Summit.
- A community studio space is being developed in Coalville.

- The Kimball Art Center is expressing their interest in using the data, priorities, and strategies from ProjectABC as they make plans for new facilities and programming moving forward.
- Professional development is a common theme heard from the creative sector workgroup and survey results. Pando Labs has developed a business development program for emerging and established entrepreneurs and has focused outreach on creatives.
- There is growing interest and attention in the Kamas Valley about connecting Arts and Culture to the business community.

DATA ANALYSIS Summary

State of the Arts

As part of the ProjectABC Summit and the deliverables laid out in the ProjectABC scope of work, we are developing a State of the Arts analysis. Findings were presented at the Summit which are linked below and additional data is being collected for the final report.

- [STATE OF THE ARTS SLIDE DECK](#)
- [STATE OF THE ARTS REPORT](#)

Benchmark

We researched eight benchmark communities throughout the country to look for precedents, inspiration, and comparable ideas that may help inform the future of Arts and Culture in Summit County. These cities were selected based on their size, similarities to Summit County, or their reputation for Arts and Culture.

- 8 Cities were included in the analysis
 - Boulder, Colorado
 - Telluride, Colorado
 - Breckenridge, Colorado
 - Sante Fe, New Mexico
 - Ogden, Utah
 - Asheville, North Carolina
 - Boise, Idaho
 - Ketchum, Idaho
- Benchmark research was available for review during the ProjectABC Summit. The posters from the Summit and the first draft of the benchmark report can be viewed at the links below.
 - [BENCHMARK POSTERS](#)
 - [BENCHMARK REPORT](#)

Stakeholder Profiles

In order to identify the Collective Priorities and Strategies that will ultimately form the Master Plan recommendations, we started by developing a broad understanding of the needs and ideas of seven stakeholder groups from our data.

- We isolated survey responses by stakeholder group.

- We sorted responses and comments into multiple categories within each stakeholder group.
- We identified emergent themes from these responses.
- We brought in other data from our process (interviews, workgroup conversations, secondary data collection).
- We cross referenced all data sets to identify key insights.

Each Stakeholder Report in addition to a summary analysis can be viewed through the links below and on the ProjectABC Website.

- [ARTIST](#)
- [NON-PROFIT](#)
- [BUSINESS](#)
- [GOVERNMENT](#)
- [ART EDUCATOR](#)
- [ART LOVER](#)
- [VISITOR](#)
- [SUMMARY](#)

We shared the Stakeholder Profiles at the ProjectABC Summit and heard multiple comments from audience members that the profiles were in direct alignment with their opinions and viewpoints.

Collective Priorities & Strategies

From each of the Stakeholder Profiles, we extracted cross-cutting themes, identifying seven Collective Priorities. Within each of those priorities, we identified top Strategies based on the occurrence of the ideas, the weight of the need, the feasibility/measurability of action, and the impact of success.

The Collective Priorities and subsequent Strategies were presented for feedback and weighting during Work Session 1 at the ProjectABC Summit. Validation and revision of these strategies will continue over the next several months as we meet with stakeholders and finalize the planning recommendations. The full list of Strategies, as they are currently drafted is linked here: [COLLECTIVE PRIORITIES AND STRATEGIES REPORT](#)

PCMC STRATEGIC ROLE

Looking across the Collective Priorities and Strategies findings there are clearly a number of opportunities for PCMC to consider as we develop final recommendations for the ProjectABC cultural master plan. We look forward to meeting with staff and Council to explore whether and how to move these forward. For the purposes of consideration and discussion during the December 14 work session, we have developed a condensed list of relevant strategies where PCMC could play a lead role. While these are clearly not the only places for PCMC to provide Arts and Culture support, they serve as a starting point for future decision making.

Collective Priority: Spaces

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

Related Strategies

- 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.
- 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.
- Create accessible, community-level, locals-focused venues for the performance, and exhibition of Arts and Culture.
- Create opportunities for local artists to display work in public buildings, businesses, hotels, and resort lodges.
- Build additional indoor and outdoor venues for large, world-class performances
- Develop collaborative studio facilities for artists working in a variety of fields that provide workspace, storage, and equipment.
- Increase overall quantity of publicly supported Arts and Culture facilities. Similar to what we've done for recreation facilities.

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.

Related Strategies

- 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)
- 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.

Collective Priority: Places

Support the development and connection of places for Arts and Culture across Summit County geographies.

Related Strategies

- Focus on connecting existing and new Arts and Culture hubs across the county and building a network for promotion, support, and creative activation.
- Expand existing or develop new outdoor public gathering spaces countywide that provide creative expression and that provide opportunities to display and perform.
- Further develop local public art.

- 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
- Prioritize mindful development that incorporates curated Arts and Culture elements into master planning proposals.
- Evaluate how cultural public grants are made and disbursed to ensure support for small and emerging organizations in addition to large anchor organizations.

Collective Priority: Funding

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

Related Strategies

- Develop creative and flexible community-wide funding mechanisms that are not reliant on traditional donations and/or public funding
- Continue public % for art funding for public art but explore opportunities to use funds for smaller, temporary projects in addition to bigger permanent installations.
- Seek state and federal grant support for Arts and Culture.
- Seek new sources of public funding for Arts and Culture.

Collective Priority: Governance/Policy

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

Related Strategies

- Create a dedicated, official Arts and Culture liaison position or department in local government (e.g., Summit County, Park City, etc.)
- Establish a new or identify one or more existing local organizations 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
- 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.
- Research existing local Arts and Culture funding policies and consider renegotiation of or amendments to those policies to be ensure alignment with community need.

- Establish policy that connects Arts and Culture to city and county government economic and community development goals

Collective Priority: People/Organizations

Support the needs of people and organizations through Arts and Culture in Summit County

Related Strategy

- Invest in developing local artists and creatives, particularly youth.

Collective Priority: Programming:

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

Related Strategies

- Develop programming that connects Arts and Culture to other communities priorities or uses Arts and Culture as a tool for advancement.
- Develop and support programming that recognizes and celebrates the cultural heritage of Summit County.

Project ABC Funding Update

Target	Committed	Received to Date
\$83,500	\$95,250	\$90,850
Individuals	\$14,900	\$14,900
Nonprofits	\$14,950	\$13,450
Government	\$30,000	\$27,000
Businesses	\$27,000	\$27,000
Foundations	\$8,500	\$8,500

Donor List (to date)

Various Individuals

Non Profit Groups:

- Alf Engen Ski Museum
- Ballet West
- Egyptian Theatre
- Park City Film Series
- Kimball Art Center
- KPCW
- Mountain Town Music
- Park City Institute
- Park City Professional Artists Association
- Sundance
- Utah Symphony / Utah Opera

Government Groups:

- Park City Municipal Corporation
- Summit County

Business Groups:

- Park City Chamber of Commerce & Visitors Bureau
- Deer Valley Resort
- Vail Resorts
- Berkshire Hathaway
- Newpark Retail
- Larry White –TCFC Finance Co.
- Fisher Properties
- Montage
- Park City Restaurant Association

Foundations:

- Park City Community Foundation