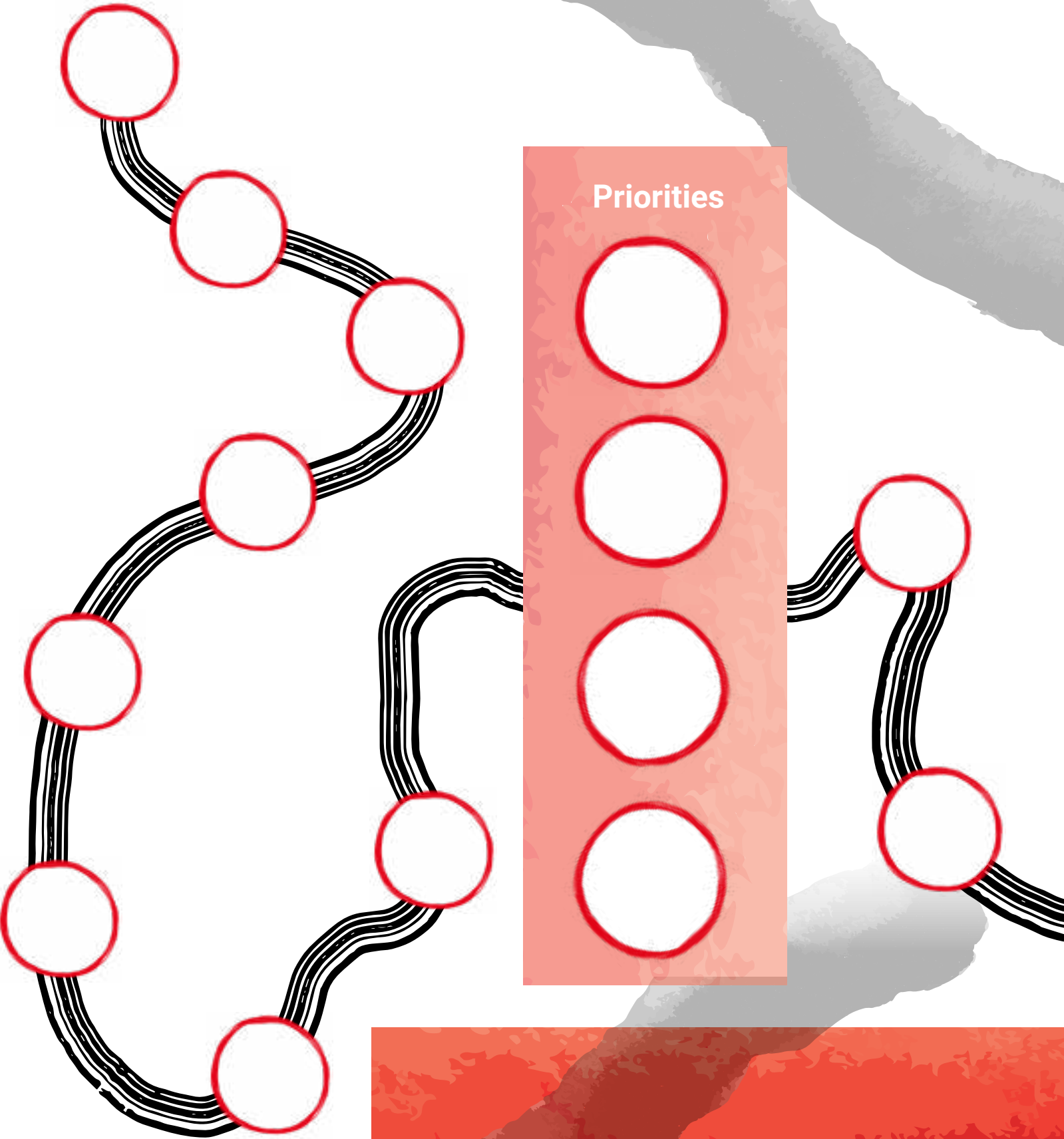




SALT LAKE
CITY
ARTS
COUNCIL

Strategic Plan
2021-2026

Document Map



Letter from the Director, and Board Chair

As we developed this strategic plan, our team made the decision that it would be a guide that included the voices of the staff, board, and mayor, and would incorporate a year-long process of community engagement with Salt Lake City residents. The plan addresses the ways we hope to work internally as a team as well as externally, engaging with artists and community members. In our stakeholder roundtables we asked the community to “describe the arts in Salt Lake City in one word.” The word we heard was “growing.” As we begin our 40th year as an arts council, we are exploring how we continue to support the programs and services that have become hallmarks of the community and how we foster and support an inclusive, vibrant, and broadening arts culture across all our neighborhoods. Simply put, changing communities means a changing Salt Lake City Arts Council.

Being geographically isolated from major art centers in the United States has a host of benefits and disadvantages for the facilitation and growth of arts in Salt Lake City. One great advantage is that our arts communities generally feel incredibly collaborative, communicative, and supportive. Being in relative isolation from “art centers” can provide a refreshing buffer from the duplication or influence of major trends and modes of working. The opposite can also be true, however. We can feel isolated from current best practices, conversations, opportunities in higher education, or resources. Despite these challenges, we feel the benefits outweigh the disadvantages.

The arts are intimately woven into the history of Salt Lake City. We have an incredible and continuing legacy of indigenous communities making art on their own terms. As pioneers arrived in Utah, they proudly transported pianos across the plains and built a theater before any other structure in Salt Lake City. We also attract other pioneers like Robert Smithson and Nancy Holt, who constructed the Spiral Jetty and Sun Tunnels respectively. These landmarks, as well as our broader arts offerings, continue to attract a global population to our region. Additionally, Utah was the first state in the nation to have a state-funded arts council, and our Salt Lake City Arts Council resides in a building constructed as an arts center during the Great Depression to elevate and uplift the community. What’s more, both entities were started by trailblazing women. Another important piece of our cultural identity is that Utah has been a powerful advocate of welcoming refugees to our state, resettling more per capita than states such as California, Texas, and New York in recent years. Given this, it is no wonder that Utah is home to one of the largest folk and traditional arts festivals in the western United States.

We know our demographics are shifting rapidly in Salt Lake City and statewide. We are eager to grow and evolve with the population by facilitating opportunities that make Salt Lake City a rare and unique place to be. Our position in the Department of Economic Development affords us the opportunity to talk about economics in terms of cultural capital and an investment in human health and well-being for all. It also acknowledges artists and makers as small businesses that make valuable contributions to our economy. Salt Lake City Mayor Erin Mendenhall took office in 2020 and has prioritized critical issues such as gentrification mitigation, equity and inclusion, and environmental stewardship. We recognize the social impact of the arts and the opportunities to reach across many sectors. We will strive to foster these values through our work and the work of local arts communities.

We’re excited to have created a reflexive plan that will guide the Salt Lake City Arts Council in building the internal strength to foster equity in the community, bolster the arts through new and creative partnerships, and empower the arts sector as a whole.



Felicia Baca, Director



Katherine Potter, Board Chair

Letter from the Director, Salt Lake City Department of Economic Development

Dear Friends,

At the time of writing this letter, we find ourselves amid a pandemic and economic uncertainty. I'm hopeful and optimistic that by the time this strategic plan is fully executed, we will be at the precipice of a new day.

The arts industry and those who sustain it are vital to our broader economy. Recent studies show the arts are responsible for nearly 5% of our nation's gross domestic product annually. The Arts are and have always been an economic driver. But beyond the statistics, the arts account for an invaluable percentage of our culture. We must preserve and expand upon our cultural investments to fully embrace what provides so much of the social fabric of our community.

It is strategic in nature that the arts be given considerable investment to nurture their growth and development as a vehicle to our economic viability as a community.

To that end, I aim to focus investment in four key areas of the arts.

- Advocate for resources to promote professional development of the creative workforce in Salt Lake City and increase opportunities for those interested in pursuing the arts as a career.
- Increase funding and community engagement for Public Art
- Developing tools to determine the economic impact of the arts for the community to better steer investment
- To create a vibrant & relevant city, and to promote Salt Lake City through the arts as a destination to live, work and play

We've seen large cities around the world focus investment toward the arts. Those investments in cities like Austin, San Francisco and Hong Kong have paid tremendous dividends toward their overall economic success and enhanced quality of life. This strategic plan will serve as our blueprint to do the same in Salt Lake City, while ensuring that our vision for equity and inclusion are at the forefront.

Throughout human history following periods of turmoil or tumult, we've seen amazing contributions to civilization through cultural understanding and growth. I believe we are poised to capitalize on what I like to call a global arts renaissance in Salt Lake City. I hope you'll join with us in this process.

Sincerely,



Ben Kolendar, Director
Salt Lake City Department of
Economic Development



Mission Statement

The mission of the Salt Lake City Arts Council is to promote, present, and support artists and arts organizations in order to facilitate the development of the arts and expand awareness, access, and engagement.

Vision Statement

We envision a connected and vibrant Salt Lake City where artists and culture-makers thrive, diverse voices shape the city, and the arts are integral to our community fabric.

Core Values

Relevance

We prioritize efforts to assess and ensure our relevance to the community and maximize the benefit we bring to Salt Lake City. We believe our organization should be intimately tied to the pulse of varied communities. As we progress forward in our work, we strive to remain nimble, reflective, and adaptive in our relationship to the ever-changing needs of Salt Lake City.

Empowerment

We care deeply about our community and the benefits we know the arts contribute. By leveraging tools and resources, we hope to support and amplify artists, arts organizations, and community members to take bold steps, to tell their stories, to create powerful works of art, and to engage deeply in the arts.

Inclusion

We work to ensure our team, processes, programming, and services include the diverse values, voices, and cultures found throughout Salt Lake City. We are committed to broadening inclusion in our organization and in all that we do. This work is ongoing and requires constant learning, inquiry, listening, and dialogue.

Engagement

We know that collaboration within and beyond our organization will amplify our impact, expand our reach, strengthen our capacity, and catalyze powerful change. Through engaging processes, projects, and relationships, we can work together to ensure Salt Lake City is an inclusive, safe, and supportive environment where our arts community can thrive. We acknowledge that this work requires active listening and collaborative relationships.

Integrity

We hold strong ethical, social, operational, and fiscal standards through which we measure all that we do. We work to ensure our organization is accessible to all community members and that we are trusted as a vital resource for Salt Lake City.

About Salt Lake City Arts Council

The Salt Lake City Council on the Arts was formed in 1976 at the request of Mayor Ted Wilson, who appointed its first executive director. The Arts Council was created to help distribute funds to arts organizations within Salt Lake City, taking the burden off the City Commission. The Salt Lake Arts Council Foundation was established in 1979 as a nonprofit entity to manage funds designated for the arts organization and also begin programming of its own. In 1981, a two-person staff moved into the Art Barn, located in Salt Lake City's Reservoir Park, when the space was vacated by the Salt Lake Art Center (now Utah Museum of Contemporary Art). From that initial beginning, the organization now has six full-time city employees who, together with the Foundation board, have grown the original concept into a significant cultural entity in Salt Lake City.

The Salt Lake City Arts Council is the city's designated local arts agency and uses its unique position as steward of both public and received-grant resources to leverage how the arts are supported and facilitated in the city. Through its work, the Arts Council has created enduring connections between the arts and the public, cultivated future artists and arts organizations, given voice to community arts conversations and needs, provided resources for arts programming, offered support of arts education efforts, and impacted city policy affecting the arts. It also has developed its own programs that have endured for decades and serve as models for other arts programs statewide.



While other divisions within Salt Lake City conduct arts programming, the Arts Council is the only division where the support and expansion of art is its primary purpose. The staff is comprised of arts professionals who bring an inclusive, educated, curatorial perspective to their work. The staff are well positioned to lead the city's art initiatives, as they are well versed in the arts and the community and provide technical assistance to other arts organizations. In addition, the Arts Council staff has the experiences and opportunities to develop arts policy within the city and with its partners and to advise the city regarding best practices in utilizing the arts to create community vibrancy and vitality. With its reputation firmly established, the Arts Council will continue to be an artistic face of Salt Lake City.

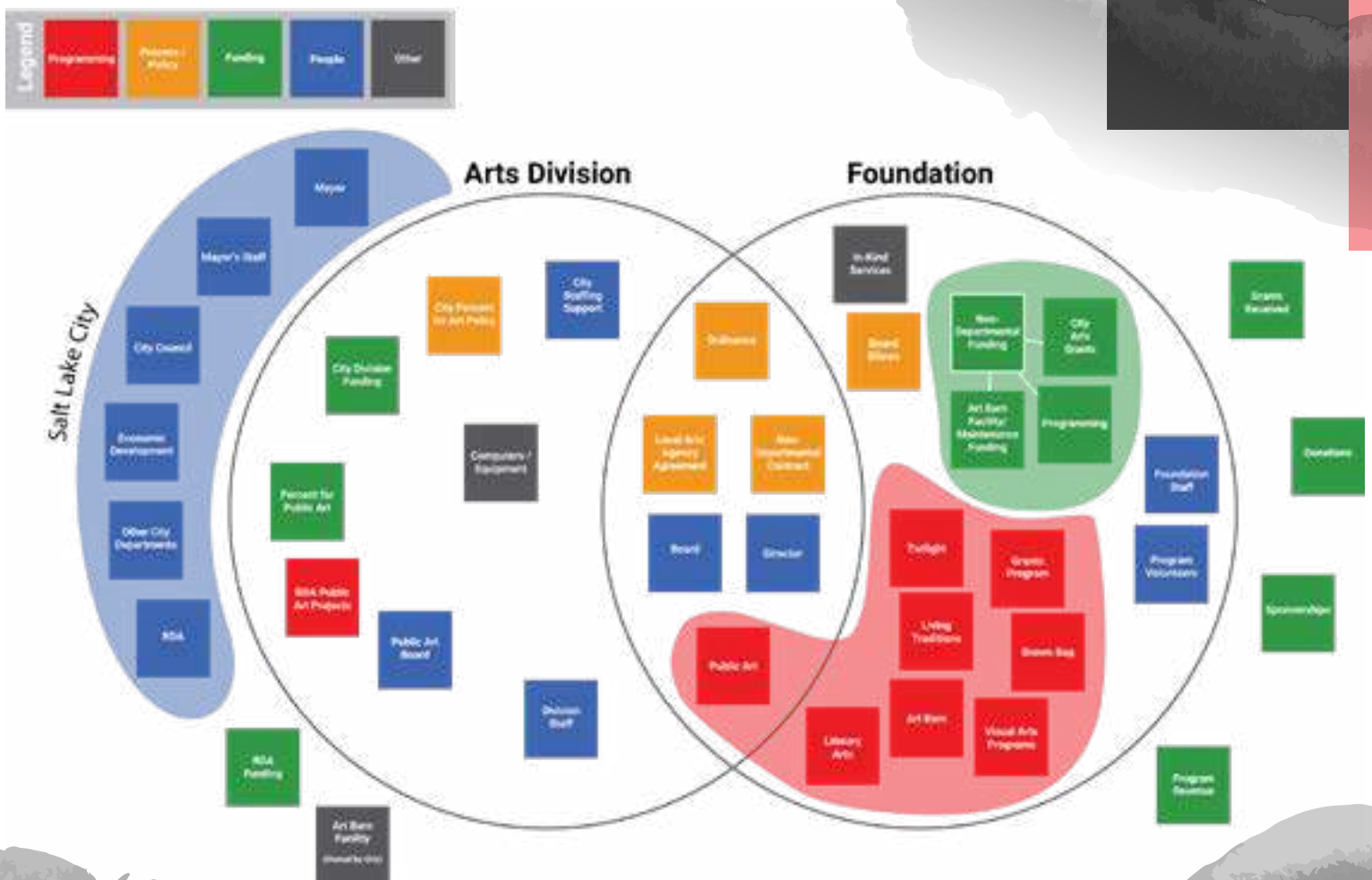
Working together, the staff of the Arts Council, Department of Economic Development, and the mayor's office can support creative endeavors in new ways and market Salt Lake City as a vibrant, creative, engaging place to live and work.

Organizational Structure

The Salt Lake City Arts Council has a unique organizational structure that provides a combination of robust government support and nimble adaptability. The Salt Lake City Arts Council is made up of two separate legal entities: the Salt Lake City Arts Division and the Salt Lake City Arts Council Foundation. The Arts Division exists as part of Salt Lake City government under the Department of Economic Development. The Foundation is a nonprofit 501(c)(3) organization. While the Arts Division and Foundation are legally separate entities, they are operationally cooperative and are united by bylaws, ordinance, staff, and board members.

While most arts councils function as either a city department or nonprofit organization, our research has shown that each of these models has significant strengths and weaknesses. By operating within a hybrid model, we are able to maximize the benefits of each structure while simultaneously minimizing the challenges. Our structure maximizes transparency, ensures strong government support and buy-in that nonprofit arts councils often need, and builds in the reflexiveness that city departments can lack. This structure also allows us to strategically locate programming, staffing, funding, facilities, and other organizational components within the most beneficial legal entity.

The organization map below illustrates the various components of the Salt Lake City Arts Council and shows how these components fit within the overall organizational structure. This map does not demonstrate all of the complex ways in which each component is connected or how the components interact with each other but rather helps to visualize how these components sort between the legal entities. Components outside of the circles represent important components that are connected to or influence the Arts Council but exist outside of the overall organizational structure.



Our Realities

Shifting Community Landscape

Salt Lake City is a quickly changing community experiencing significant population growth, increasing density, shifting demographics, and cultural evolutions. We aim to be a responsive reflection of these changes and are committed to working closely with the community to ensure we remain an accessible and relevant resource.

Perceived Value of the Arts

As an arts organization, we are consistently engaged in communicating the value of our sector. Traditional definitions of value weigh heavily on quantitative data and are quick to undervalue qualitative data. While we know the arts add significant quantitative benefit to Salt Lake City, we recognize the greatest value of our sector is far more ephemeral. The need to articulate and defend the value of the arts to fit traditional quantitative-centric frameworks poses problematic challenges that ignore the underlying intrinsic value of the arts.

Leadership Transitions

We hired a new director in 2018 following a six-month stint without an active director. Additionally, a new Salt Lake City mayor was appointed in 2019. These recent instances of leadership transitions as well as the strategic-planning process have afforded us the opportunity to critically explore our role in the community and to assess the impact of our work.

Geographic Limitations

As a division of Salt Lake City and state-designated Local Arts Agency, we have firm geographic boundaries which we must operate within. In some instances, these geographic boundaries can become limiting in the way we execute our work, engage in partnerships, and address conversations happening around the county, state, nation, and world. Additionally, the location of the Art Barn on the east side of the city makes it difficult for some members of the community to access our facility and raises challenges regarding citywide distribution of our resources, services, and programming.

Services vs. Programming

As the state-designated Local Arts Agency, it is a key part of our role to support and foster the local arts community through our work. As a result, it is imperative that the work we do is in service to our constituents and that we are providing maximum benefit to the community. This perpetually fuels an internal organizational dialogue about who we are and what we do that can come in conflict with who we have been for the past 40-plus years. Many of the programs we have offered and continue to offer are beloved in the community, but as we and our community evolve some programs begin to be less relevant. While this balance will always be a challenge, it is one we feel is vitally important to our role in Salt Lake City and the benefit we provide.

Hybrid Organizational Structure

As noted in the previous section, the Salt Lake City Arts Council operates in a hybridized structure made up of a city division and a nonprofit foundation. While this structure has many significant advantages, it also has unique constraints that can prove challenging. As a result of our structure, we are tied to annual agreements, contracting, and budgeting processes as well as governance complexities that many arts organizations do not have. These constraints can occasionally make it difficult to adapt to real-time community needs or reprioritize resources when needed. Although this structure has challenges, we feel it is the best organizational structure to maximize the way we serve the entire Salt Lake City community.

Funding

Overall, our organization has not yet reached a sustainable funding level or structure. We currently receive funding through a combination of sources including non-departmental city funding, Percent-for-Art funding, grants, sponsorships, donations, and program revenue, but it is important that we further diversify and strengthen our funding streams. Like many arts organizations and other nonprofit entities, the majority of our funding is tied directly to specific programming, projects, or outcomes, and cannot be easily transitioned from one priority to another.

What We Do | Our Programs



Finch Lane Gallery

Finch Lane Gallery facilitates year-round visual arts exhibitions, featuring emerging and established Utah artists. The gallery program encourages local artists to produce new work, explore exhibition themes or media relevant to the community and field of arts at large, and fosters the development of curatorial skills through exhibition production and collaboration. In addition to exhibitions, Finch Lane Gallery facilitates programming to reach a broader range of the arts, including literary, craft, and performance.

City Arts Grants

The City Arts Grants program supports the arts activities of artists, arts organizations, nonprofits, and elementary schools conducting programming each year. Applicants range from small cultural groups requesting support for community workshops, established legacy arts organizations that request general operating support, individual artists conducting hands-on arts education activities with youth, and neighborhood festivals hoping to expand their performing arts offerings.

Technical Assistance, Services, & Research

Arts Council staff members have expertise in various artistic disciplines and provide assistance to artists, organizations, and community members through communication efforts (such as a monthly newsletter, website blog posts, and a strong social-media presence), technical assistance (by providing on-site support to performing arts partners, artist consultation, and by serving on committees and boards), and through referrals. Additionally, the organization participates in national studies such as the Americans for the Arts & Economic Prosperity® V study and conducts local-level research for the benefit of the arts and creative industries.



Living Traditions Presents

The Living Traditions Presents program includes the Living Traditions Festival, Mondays in the Park concert series, Garden Party, and community engagement workshops. Each event fosters community conversations around social justice, equity, and diversity by presenting folk art including dance, music, crafts, food, and more that reflects both the unique qualities of various cultures and the similarities of human experience in a festive and safe environment.





Outreach and Engagement

The Salt Lake City Arts Council provides additional professional development and activation opportunities to local performing artists including musicians, singers, and dancers to engage with audiences through such programs as the Brown Bag Concert Series and Busker Fest, among others. These programs contribute to the cultural vibrancy of public parks, plazas, and businesses by creating temporary place-making.



Public Art Program

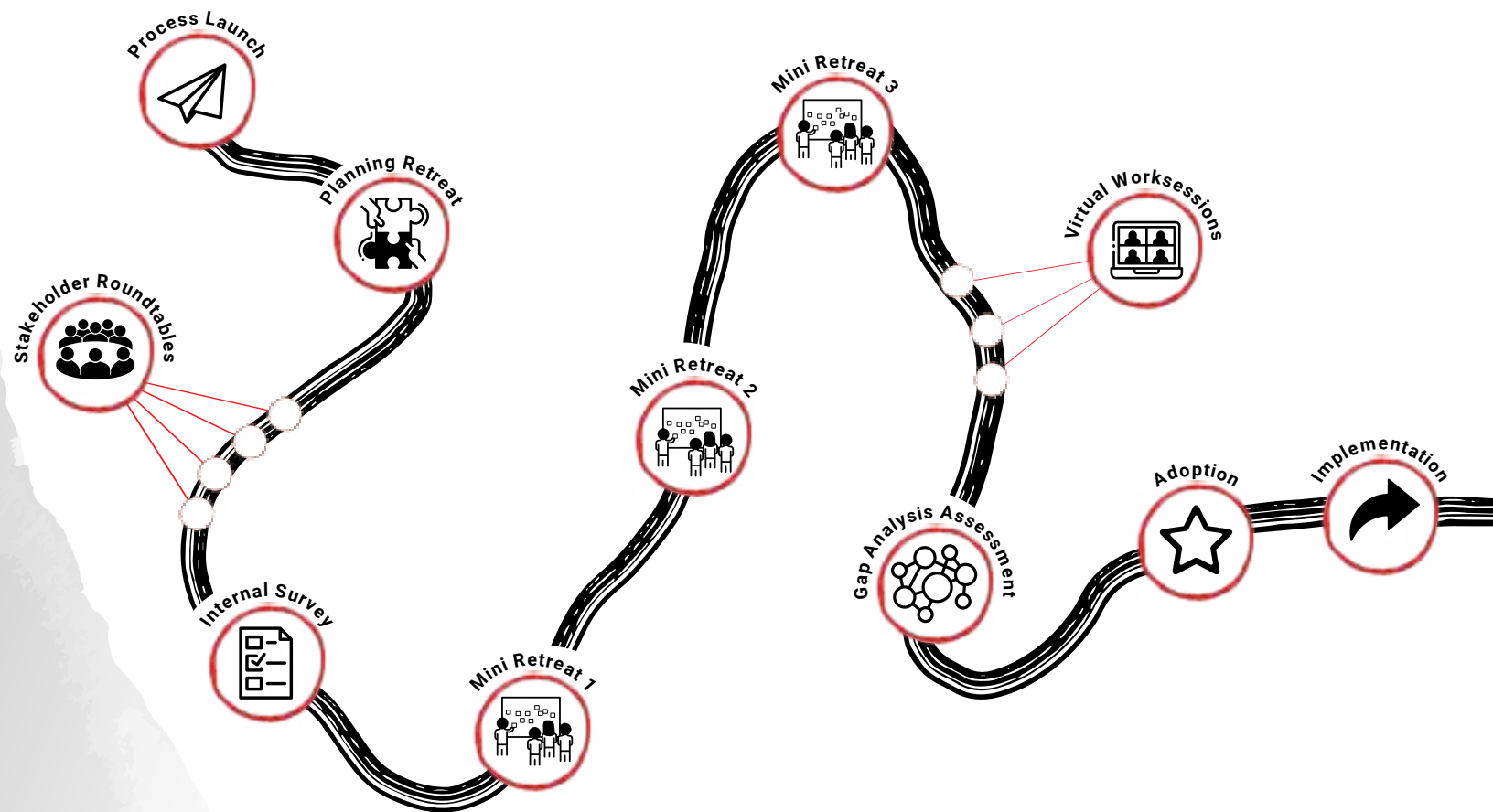
The Salt Lake City Public Art Program commissions artists' work for new and existing eligible city-owned buildings and public spaces including parks, fire stations, skate parks, and plazas in all seven districts. The public art program was established by the Percent for Art ordinance in 1984 and is overseen by the Art Design Board. In partnership with stakeholders and city departments, the program enriches the natural and built environment with quality, site-specific artwork.



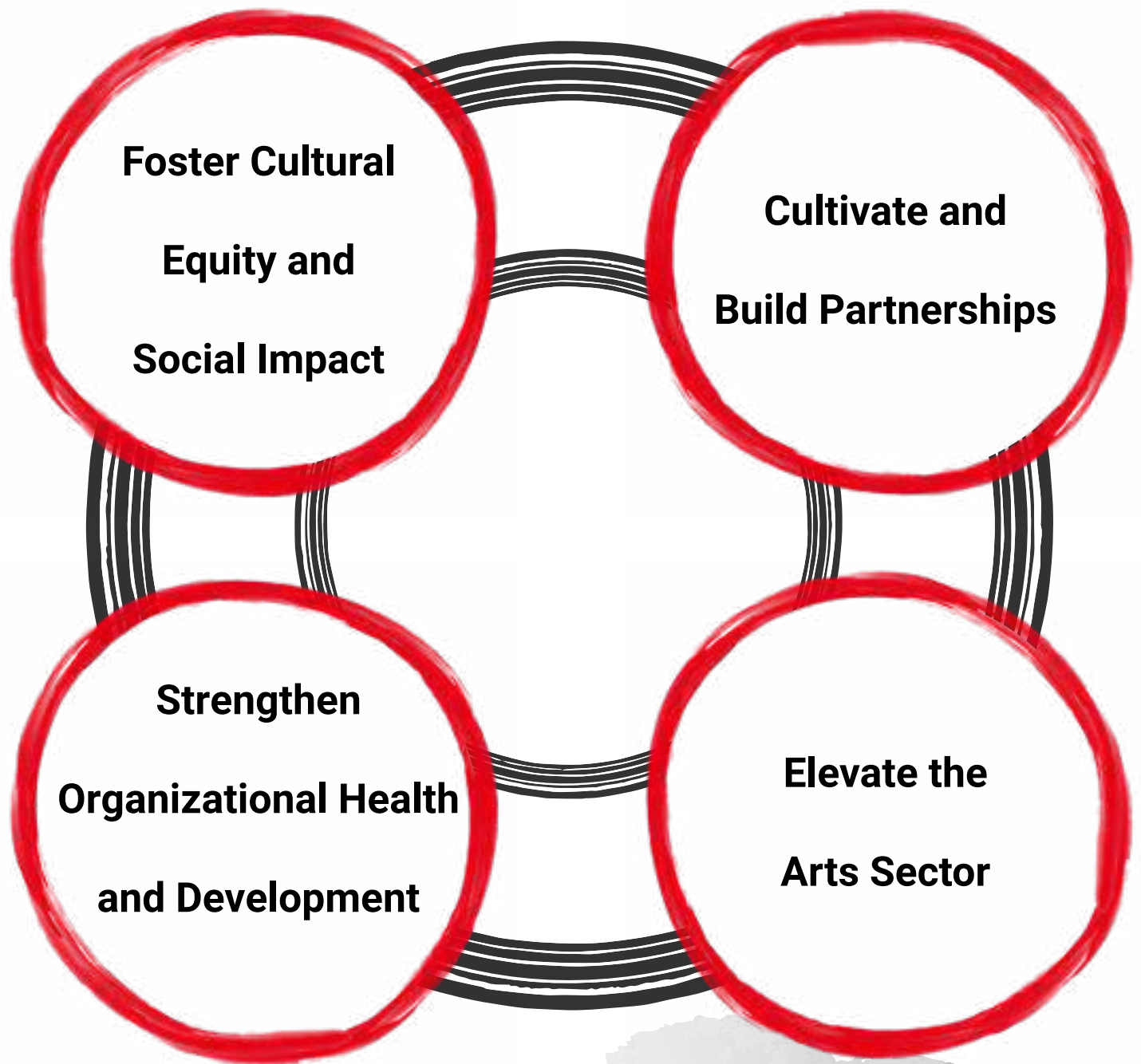
Twilight Concert Series

Through a private partnership the Twilight Concert Series is dedicated to connecting audiences with the arts by presenting nationally recognized and upcoming musical artists paired with local musicians that each represent strong artistic values and diverse social principles. The goal of the series is to bring the community together to share this experience, to create a vibrant and relevant downtown atmosphere, and to promote Salt Lake City through the arts. Affordability, accessibility, partnerships, and a "local first" mission are at the core values of this program.

Strategic Planning Process



Priorities



FOSTER CULTURAL EQUITY AND SOCIAL IMPACT

FOCAL POINT

EXPAND DIVERSITY AND REPRESENTATION

QUESTION

How can we expand the diversity and representation within our organization and with those we serve?

TOOLS

- Develop and adopt a cultural equity statement
- Annual self-evaluation of representation on our board and staff
- Annual assessment of artists and organizations we serve
- Expand inclusion, diversity, equity, access, and representation efforts within all programs
- Opportunities to allow board and staff members to self-identify and share their unique story
- Revised board matrix as tool for nominating committee/ recruitment of new board members
- Utilize external resources/people to help increase representation of staff and board (i.e. chambers, multicultural orgs/offices, non-profits, peers, job fairs)
- Staff and board bios based on a series of questions that prompt narratives to capture the unique stories of our team
- Provide tools and resources to local artists and arts organizations to increase these efforts within their work as well

METRICS

- Adoption of cultural equity statement
- Increased representation of diverse members of board and staff
- Broadened diversity of the artists and organizations we serve
- Professional development opportunities or self-directed career building specific to diversity and representation efforts
- Assessment of where and how jobs and board positions are distributed
- Organizational outreach
- Internal tool to define various types of diversity
- Completion of program assessments related to this work
- Number of artists and arts organizations that we can help to expand their efforts in these areas

RESOURCES NEEDED

- Connections to partner organizations who work with diverse populations
- Connections to new artists we do not currently serve
- Better data about the organizations we serve
- Examples of how other organizations have successfully incorporated diversity and representation

FOSTER CULTURAL EQUITY AND SOCIAL IMPACT

FOCAL POINT

ARTS AS A SOCIAL JUSTICE TOOL

QUESTION

How might the arts be a tool for discussing and addressing social justice and other critical issues in Salt Lake City?

TOOLS

- Partnerships with other entities who are leading this work – such as mayor’s gentrification mitigation staff/plan, higher education programs/initiatives, and community organizations
- Develop a grant program specific for art as social justice work
- Equity statements/commitments in guidelines, websites, applications, etc.
- Staff roundtables or professional development opportunities focused on this topic
- Stakeholder engagement sessions, roundtables, and dialogue sessions with the community

METRICS

- Public engagement and involvement
- Number of organizations we are meeting and working with
- Grants, recognition, or publications acknowledging our work in this area
- Budget dedication to social justice efforts

RESOURCES NEEDED

- Strong and intentional relationships with nonprofit organizations who are leading this work
- Models of other programs
- Access to or funding for consultants to help lead these efforts

FOSTER CULTURAL EQUITY AND SOCIAL IMPACT

FOCAL POINT

INTERNAL COMPETENCY AND CONFIDENCE

QUESTION

How can we better understand the gaps in our awareness and more meaningfully serve the diverse stakeholders of Salt Lake City?

TOOLS

- Annual staff and board training
- A committee and/or point person to build relationships, research national trends, and explore local opportunities
- Local, regional, and national experts
- Library of resources and toolkits
- Peer mentorship opportunities/ meetings (engaging with peers in the field on a regular/measured basis)
- Create intentional staff recognition opportunities

METRICS

- Staff confidence in supporting our diverse stakeholders (measured by survey)
- Number of new and non-traditional organizations and stakeholders we serve
- Creation of a committee and/ or point person to focus on this work
- Completion of annual training
- Program surveys
- Availability and use of resources and toolkits
- Awards, publications, or recognition for acknowledgment in this area
- Professional development opportunities accessed

RESOURCES NEEDED

- Access to educational resources and subject-matter experts
- Time built into staff's work
- Funding for professional development

FOSTER CULTURAL EQUITY AND SOCIAL IMPACT

FOCAL POINT

GEOGRAPHIC REACH

QUESTION

How can we more completely and equitably serve all geographic areas of Salt Lake City?

TOOLS

- Staff-generated assessment of locations of all services
- Holding board and staff meetings in non-traditional locations
- Reciprocal presentations with other organizations/artists
- Multilingual resources/materials
- Ensure marketing efforts reach all areas of Salt Lake City
- Opportunities to expand information
- Working with the Mayor's Office Advisors for Community Outreach and Diversity and Human Rights

METRICS

- Geographic spread of distributed grant funding
- Geographic spread of meetings and events
- Geographic spread of public art projects
- Number of new spaces used and neighborhoods directly served

RESOURCES NEEDED

- Partnership with Salt Lake City GIS Department to support mapping
- Survey tool to identify locations of all services
- Staff time to collect and organize metrics

FOSTER CULTURAL EQUITY AND SOCIAL IMPACT

FOCAL POINT

SOCIAL IMPACT

QUESTION

How can we work collectively to better understand, explore, and respond to social impact needs in our community?

TOOLS

- Develop and adopt a cultural equity statement
- Organization-wide definitions, standards, and metrics related to social impact
- Partnerships with non-arts organizations that promote and support social impact work
- Integration of social impact principles and approaches into all major programs and initiatives
- Promotion of and support for arts-based social impact projects citywide

METRICS

- Adoption of a cultural equity statement
- Number of employees engaged in social impact-related trainings, events, or projects
- Number of partnerships with individuals or organizations that have a social impact-based mission or emphasis

RESOURCES NEEDED

- Information and training related to social impact
- Social impact experts

CULTIVATE AND BUILD PARTNERSHIPS

FOCAL POINT

COMMUNITY ORGANIZATIONS AND OTHER NON-CITY ENTITIES

QUESTION

How can we better identify opportunities to be a partner to other organizations that are doing work that furthers the Salt Lake City Arts Council mission, vision, and values as a way to further our reach and impact without the need for significant capacity increases?

TOOLS

- Staff and board member site visits to get to know other organizations and potential partners
- Invite organizations and potential partners for site visits at the Art Barn through meet-and-greet events or small events
- Opportunities for collaboration and conversations with organizations citywide – including “how to” sessions about what we each do and how we can work together
- Events such as panel discussions or showcases that promote organizations, artists, and local cultural leaders
- Working with the Mayor’s Office Advisors for Community Outreach

METRICS

- Number of active partnerships with organizations citywide
- Instances that Arts Council helps develop, enrich, or promote the work of a partner

RESOURCES NEEDED

- Connections and introductions to organizations that might be potential partnerships

CULTIVATE AND BUILD PARTNERSHIPS

FOCAL POINT

OTHER SALT LAKE CITY DEPARTMENTS AND PROJECTS

QUESTION

How can we strengthen relationships with other Salt Lake City departments based on mutual benefit and support to ensure the arts are a large emphasis citywide?

TOOLS

- Presentations and informational resources that help inform other departments about what the Arts Council does and how we can support them
- Integration of the arts as a key component to major city projects
- Staff and board participation on city boards and committees
- Support city departments in their efforts to collaborate with artists and arts organizations
- Awareness of other city departments and the work they do

METRICS

- Number of city departments we have active partnerships with
- Number of major city projects with active arts engagement

RESOURCES NEEDED

- Staff time or dedicated person to focus on building partnerships with city departments

PRIORITY

CULTIVATE AND BUILD PARTNERSHIPS

FOCAL POINT

SPACES AND VENUES

QUESTION

How can we strengthen relationships with existing spaces and venues as well as explore opportunities to develop new spaces throughout Salt Lake City?

TOOLS

- Database of possible workspaces and venues citywide
- Collaboration with Salt Lake City RDA to identify and develop future arts spaces
- Host Arts Council events and sessions off-site throughout Salt Lake City

METRICS

- Number of non-Arts Council spaces and venues used
- Geographic spread of arts venues citywide
- Number of arts venues in Salt Lake City

RESOURCES NEEDED

- System to track possible workspaces and venues
- Funding to move Arts Council events off-site
- Funding to support the creation of new arts space in Salt Lake City

CULTIVATE AND BUILD PARTNERSHIPS

FOCAL POINT

DATA ON THE IMPACT OF THE ARTS IN SALT LAKE CITY

QUESTION

How can we more accurately and regularly track and report on the impact of the arts in Salt Lake City?

TOOLS

- Partnership with Salt Lake City Department of Economic Development, Utah Cultural Alliance, and other data-focused organizations
- Creative Vitality Suite
- Existing Arts & Economic Prosperity Initiative V
- Qualitative data to tell stories about the impact of the arts
- Quantitative data to measure the economic impact of the arts

METRICS

- Number of Salt Lake City residents participating in and benefiting from the arts
- Number of arts-sector jobs
- Tax revenue generated
- Number of arts-sector businesses and organizations
- Revenue generated within the arts sector

RESOURCES NEEDED

- Economic impact assessment tools
- Funding and staff time to produce and share stories and impact data
- Access to data resources

FOCAL POINT

WORKPLACE CULTURE AND OPEN DIALOGUE

QUESTION

How can we foster healthy communication and accessible means to address and respond to internal challenges quickly and efficiently?

TOOLS

- Mission/vision/core values
- Onboarding process
- Annual survey for staff and board members to check in and provide feedback
- Formalized and open process of raising and discussing concerns

METRICS

- Staff and board member satisfaction
- Implementation of new onboarding process
- Employee retention

RESOURCES NEEDED

- Sufficient time to address and discuss concerns as they arise
- Process for raising and discussing concerns
- Revised onboarding process

FOCAL POINT

BOARD DEVELOPMENT

QUESTION

How can we create opportunities for board members to be better supported, informed, and connected to staff work?

TOOLS

- Standing agenda item for board meetings to include a communications and marketing update that shows current email subscriber list, social media followers, etc.
- Establish processes to enable two-way communication where board members can engage in feedback/dialogue about updates or processes
- Clarify board member roles and committees
- Operating agreement
- Board member nomination and onboarding processes

METRICS

- Track board attendance
- Monthly email updates to board members
- Participation in board committees
- Annual review of operating agreement

RESOURCES NEEDED

- Staff and board point persons to ensure regular communication
- Digital communication or update platform to help board members stay informed

PRIORITY

STRENGTHEN ORGANIZATIONAL HEALTH AND DEVELOPMENT

FOCAL POINT

INTERNAL COLLABORATION

QUESTION

How can we increase the collaborations that exist within our organization?

TOOLS

- Cross training
- Schedule time for share-outs during staff meetings
- Intentional partnerships between programs

METRICS

- Percentage of programs with active collaborations between staff members

RESOURCES NEEDED

- Time set aside to intentionally build collaborations
- Processes for monitoring collaborations
- Digital tools that make collaboration easier

STRENGTHEN ORGANIZATIONAL HEALTH AND DEVELOPMENT

FOCAL POINT

STAFF PROFESSIONAL DEVELOPMENT

QUESTION

How can we better support staff in their professional development goals?

TOOLS

- Formalized professional development program that affords personal paths for individual staff members
- Professional development training for all staff members
- Opportunities to attend and present at meetings and conferences locally, regionally, and nationally

METRICS

- Number of staff members participating in professional development initiatives

RESOURCES NEEDED

- Funding to support staff's participation in professional development and training

STRENGTHEN ORGANIZATIONAL HEALTH AND DEVELOPMENT

FOCAL POINT

CAPACITY

QUESTION

What steps can be taken to increase our overall organizational capacity?

TOOLS

- Internships
- Volunteers
- AmeriCorps
- Increased staff
- Partners
- Streamlined processes and policies
- Staff-led assessment of time allocations to find opportunities to most effectively align time with areas of greatest impact

METRICS

- Annual assessment of staff capacity
- Number of regularly engaged volunteers
- Number of staff members
- Number of active partnerships that help expand our capacity

RESOURCES NEEDED

- Connections to volunteer organizations
- Funding for staff

STRENGTHEN ORGANIZATIONAL HEALTH AND DEVELOPMENT

FOCAL POINT

FINANCIAL HEALTH AND SUSTAINABILITY

QUESTION

How can we increase, diversify, and strengthen our financial resources?

TOOLS

- Development plan
- Assessment of current funding model
- Expanded funding relationship with Salt Lake City

METRICS

- Funding diversity
- Balance of income/expenses year-over-year
- Organization budget
- Salt Lake City Arts Council budget as a percentage of economic development budget

RESOURCES NEEDED

- Ongoing discussions with Salt Lake City about funding opportunities
- Time, money, and expertise to build a long-term development plan
- Connections to new potential funding sources

PRIORITY

STRENGTHEN ORGANIZATIONAL HEALTH AND DEVELOPMENT

FOCAL POINT

RELATIONSHIP WITH THE MAYOR AND CITY COUNCIL

QUESTION

How can we strengthen our relationship with the mayor and city council for mutual benefit?

TOOLS

- Regular meetings with the mayor and her team
- Opportunities for the mayor and her team to participate in and attend arts events citywide
- Attend city council meetings
- Inclusion of the Arts Council in key city projects

METRICS

- Number of city council meetings attended by staff or board members annually
- Number and frequency of meetings with the mayor and her team annually
- Number of Arts Council events or programs attended by the mayor and/or council member

RESOURCES NEEDED

- Staff time to participate in meetings related to key city projects
- Time for staff to attend city council meetings as appropriate

ELEVATE THE ARTS SECTOR

FOCAL POINT

RESOURCE HUB

QUESTION

How can we better provide access to information, tools, and other resources that help strengthen the local arts sector and foster stronger connections between that arts community and the community at large?

TOOLS

- Host a list of resources and recommendations on our website
- Utilize social media platforms as an opportunity to share resources and tools
- Process for residents, artists, and arts organizations to submit information to add a resource to our website or resource list
- Staff provide referrals and recommendations to the community based on program and sector expertise
- Internal system of cataloging resources and referrals that is accessible to all staff and board members
- Collaboration with local organizations, people, and groups to better understand the resources available to our constituents
- Survey to better understand which resources we can most effectively compile and provide
- Periodic audit of resources to ensure they are up to date and relevant

METRICS

- Feedback regarding resources or recommendations we provide
- Website traffic to resource tools
- Number of resources publicly available

RESOURCES NEEDED

- Dedicated effort to compile and update as the landscape changes

ELEVATE THE ARTS SECTOR

FOCAL POINT

ADVOCACY, POLICY, AND LEADERSHIP

QUESTION

How can we more effectively advocate for the arts in Salt Lake City, encourage arts-friendly policy decisions, and demonstrate overall leadership in our community?

TOOLS

- Arts Day on the Hill
- Zoning
- Planning committees
- Ordinance
- Development of policies and procedures that support and promote the inclusion of the arts
- Partnerships with Utah Cultural Alliance, Utah Division of Arts & Museums, Salt Lake City, and other organizations
- Education, training, and knowledge regarding arts advocacy work and the intersection of arts and public policy
- Consultants who can support this work

METRICS

- Adoption of new arts-friendly policies/ordinances and/or removal of policies/ordinances that are prohibitive to the success of the local arts sector
- Inclusion of artists in planning processes and feedback for development
- Accessibility and transparency of processes and policies
- Number of city projects/developments with Arts Council involvement
- Ability for artists and arts organizations to access Salt Lake City grants, loans, or another financial resources
- Participation in opportunities and discussions that support arts policies and developments citywide

RESOURCES NEEDED

- Reciprocal inclusion of Arts Council across city departments
- Acknowledgment and respect of the role and value of the arts in our community
- Time for community outreach and participation in planning meetings

ELEVATE THE ARTS SECTOR

FOCAL POINT

TECHNICAL ASSISTANCE PROGRAMS

QUESTION

How can we develop and provide technical assistance programs that support and strengthen artists and arts organizations in our community?

TOOLS

- Offer training, workshops, and resources on common technical assistance needs such as building a board, hiring employees, insurance, copyright, grant writing, fundraising, proposal development, finding venues, etc.
- Cultivate a mentorship program that connects experienced artists with emerging artists using the existing public artist pool as a model
- Awareness of and connection to additional resources beyond what we can offer such as training, tools, funding, etc.

METRICS

- Number of programs we offer each month
- Number of artists and organizations we serve through technical assistance

RESOURCES NEEDED

- Training and knowledge to provide assistance
- Further information about what services are most needed in our community
- Time to be responsive to technical assistance requests
- Funding to offer and promote technical assistance offerings

ELEVATE THE ARTS SECTOR

FOCAL POINT

MARKETING AND COMMUNICATIONS

QUESTION

How can we expand our reach, better promote our work, and amplify marketing efforts of artists and arts organizations citywide?

TOOLS

- Communications plan
- Communications committee
- The Blocks
- Promoting events and work of grant recipients
- Partnership with local media outlets and calendaring systems
- Cultural tourism campaigns in partnership with Visit SLC and other organizations
- Targeted social media campaigns
- Partnerships where our brand/logo is visible
- Participation in/with other arts organizations' events
- Increase SEO of website

METRICS

- Consistency of marketing and communications initiatives
- Engagement with marketing efforts
- Increases to social media followers
- Increases to email subscribers
- Google Analytics of website visitation

RESOURCES NEEDED

- Communications staff person
- Internal communication tools
- Connections to relevant marketing and communications organizations or groups

ELEVATE THE ARTS SECTOR

FOCAL POINT

PROGRAM EVALUATION

QUESTION

How can we more effectively assess and adapt our programming to maximize our relevance, increase our overall impact, and better support the arts sector citywide?

TOOLS

- Program-specific standards, metrics, values, and goals that align with our overall organizational direction but provide room for flexibility within each program
- Mapping grant distribution, programs, and artistic disciplines throughout Salt Lake City
- Formalized program evaluation process and tool(s)
- Annual assessment of all programs
- Formalized project wrap-up meetings and processes

METRICS

- Percentage of programs evaluated annually
- Adjustments made to programs based on evaluation results
- Quality of the programs we offer
- Engagement with our programs
- Number of people served through our program
- Benefit provided by our programs

RESOURCES NEEDED

- Partnership with Salt Lake City GIS Department for mapping support
- Program assessment process and tool(s)
- Time set aside for program assessment
- Connection to experts and information that can help us better measure and understand the impact of our programs

Implementation

This strategic plan is meant to be used regularly and frequently throughout our organization. It is built based on strong organizational collaboration and symbolizes a collective commitment. Implementation of this plan will be multifaceted and will include several interconnected and overlapping approaches. These approaches will be a mix of newly adopted processes and integration of the strategic plan into existing processes. The following are several approaches through which the strategic plan will be implemented.

Annual Work Plan

Each year we will produce an annual work plan based on this strategic plan that sets specific goals and actions for the upcoming year. This work plan will directly cite the priorities and focal points outlined in this strategic plan and will detail the ways in which we are upholding our mission, vision, and values.

Accountability Measure

This document is an organizational commitment designed to inform our future work. The elements of this plan are not only intended as philosophical ideals but also are to be treated as accountability measures. The tools and metrics outlined within each priority will guide our actions and help us measure implementation. Additionally, we will monitor progress and momentum related to each priority and focal point. This will help us understand which parts of the plan are being implemented and where gaps may exist.

Program Evaluation

An important step in implementing this strategic plan is to evaluate each program to ensure all programs are moving forward in alignment with the details of this plan. An initial evaluation will be conducted for each program and evaluations will be updated periodically as we move forward as an organization. Any potential or future programs will also be assessed to ensure they fit within our strategic plan and help us to uphold our mission, vision, and values.

Strategic Plan One-Pager

Staff and board members will be given a quick-reference, single-page document that summarizes the key pieces of the strategic plan. This will serve as an important tool to help our team keep the plan accessible and top of mind. This will also be helpful in sharing our strategic plan with community members, funders, and partners.

Periodic Revisions as Needed

As we work to implement this strategic plan, it is anticipated that minor revisions will be needed based on fluctuations in our organizational realities, unforeseen opportunities, funding alterations, or changes in our community. This strategic plan is designed to be flexible and can be updated as needed. By treating this plan as a document that can be revised, we ensure it stays relevant and supportive.

Annual Employee Review

This strategic plan will be used as part of the annual employee review process to help employees understand their work in context to the plan, to identify opportunities to better connect work to the strategic plan, and to hear employee ideas for new ways to implement the plan.

Board Review

The Board will use this strategic plan in several ways. Each year, staff will present annual work plans as part of the budgeting process, the Board should use the strategic plan to assess the work plans and budgeting recommendations. The Board will also use this plan to inform discussion and decision-making throughout the year, especially during critical conversations that may significantly shift resources, operations, or priorities.

Onboarding

All new employees and board members will review the strategic plan as part of their onboarding process. This will help new members of our organization understand our trajectory and connect to our collective mission, vision, values, and priorities.

City Presentation

The annual work plan will be used in conjunction with the non-departmental funding process to provide updates to city staff, administration, and council regarding our implementation of the strategic plan and then upcoming actions that support it.

Grant Applications and Other Proposals

This strategic plan will be used to inform grant applications and other proposals that can help us implement the plan through our work. This will ensure that requests and proposals are in alignment with our overall organizational direction and that we are connecting resources and opportunities to the elements of the plan.

Acknowledgments

Arts Council Staff

Felicia Baca, Director
Kelsey Ellis, Assistant Director
Kellie Call, Art Program Manager
Deanne Coles, Gallery Assistant
Abby Draper, Public Art Program Assistant
Wendy Evanoff, Office Facilitator
Sarah Hobin, Visual Arts and Community Outreach Manager
Katherine Nix, Public Art Program Manager
Samantha Smith, Partnerships & Communications Manager

Salt Lake City

Erin J. Mendenhall, Mayor
Ben Kolendar, Acting Director, Department of Economic Development
Dan Dugan, City Council Member, District 6
Amy Fowler, City Council Member, District 7
Andrew Johnston, City Council Vice Chair, District 2
Darin Mano, City Council Member, District 5
James Rogers, City Council Member, District 1
Ana Valdemoros, City Council Member, District 4
Chris Wharton, City Council Chair, District 3

Arts Council Board

Katherine Potter, Chair, Council District 3
Andrea Ashdown, Council District 6
Steve Barth, Council District 3
Matthew Castillo, Council District 2
Larry Cohen, Council District 1
Efren Corado Garcia, Council District 5
Kathy Davis, Council District 6
Annie Dayton, Council District 1
Erika Hill, Council District 7
Jared Jones, Council District 7
Susan Koles Rickman, Council District 3
Leah Langan, Council District 3
Dave Mortensen, Council District 4
Torlee Nenbee, Council District 4
Kanika Welch, Council District 6

Salt Lake Art Design Board (Public Art Board)

Jann Haworth, Council District 5
Joe Jacoby, Council District 6
Justin Johnson, Council District 2
Nancy Rivera, Council District 3
Larissa Trout, Council District 5
Aurelio Velazquez, Council District 2

*This plan was developed in collaboration with **Union Creative Agency**.*

Appendix

**Blank Focal Point Template
Staff | Board Survey Results**

PRIORITY

BLANK FOCAL POINT TEMPLATE

FOCAL POINT

FOCAL POINT

QUESTION

Sample Question?

TOOLS

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METRICS

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RESOURCES NEEDED

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Supportive Links and Resources

- [Civic Engagement Guide](#)
<https://www.slc.gov/can/civic-engagement/>
- [Culture Core Action Plan 2016](#)
<https://drive.google.com/file/d/18Wce4nbY6GhHiR6nrnDrHoEJSIHhjJTR/view?usp=sharing>
- [Gap Analysis](#)
<http://saltlakearts.org/program/other/>
- [Mayors Equity and Inclusion Plan](#)
https://drive.google.com/file/d/142QQtD9Duore5m-5n7_oeKERpemEoyn1/view?ts=5ef203d8
- [Mayor Erin Mendenhall's 2021 Plan for Salt Lake City](#)
<https://www.slc.gov/wp-content/uploads/2021/01/2021-Plan.pdf>
- [Ordinance](#)
https://codelibrary.amlegal.com/codes/saltlakecityut/latest/saltlakecity_ut/0-0-0-42145
- [Plan SLC](#)
<https://www.slc.gov/planning/master-plans/>
- [Public Art Ordinance](#)
https://codelibrary.amlegal.com/codes/saltlakecityut/latest/saltlakecity_ut/0-0-0-42083
- [Staff | Board Survey Results](#)
<https://drive.google.com/file/d/1e2z8rhcVaL5UUOPay1mWoLyYQydbEzoF/view?usp=sharing>
- [Stakeholder Engagement Report](#)
<http://saltlakearts.org/program/other/>
- [Strategic Economic Development Plan](#)
http://www.slcdocs.com/ed/SLC_Corp_Strat_Ec_Dev_Plan_FINAL.pdf



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FINCH LANE GALLERY
54 Finch Lane | Salt Lake City, Utah 84102
801.596.5000 | saltlakearts.org