

SUMMIT COUNTY
PROJECTABC
ART BEAUTY CULTURE



Project ABC Cultural Plan 2018

AUTHORS AND ACKNOWLEDGEMENTS

The Project ABC Cultural Plan was created to document the hopes, dreams, needs, and challenges of the Summit County creative community and to build a roadmap for future vitality and sustainability of Arts and Culture. Thousands of people shared their ideas and expressed their support over the year-long planning process. Dozens of business, nonprofit, creative, philanthropic, and government leaders provided the funding. Each month the Steering Committee came together to provide guidance and ensure the progress was on track.

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Lead Writers and Researchers

Hadley Dynak, *Executive Director, PCSC Arts Council*

Jake McIntire, *Union Creative Agency*

Design and Production Team

Amy Antonini, *graphic design and layout*

Kristen Mitchell, *graphic design and layout*

Taylor Goldstein, *content development*

Alison Kuhlman, *content development*

Shaun Roberts, *content development*

Damian Rodriguez, *content development*

Jocelyn Scudder, *content development*

Project ABC Steering Committee

Roger Armstrong (*Summit County Council*)

Randy Barton (*Egyptian Theatre*)

Alex Butwinski (*PCSC Arts Council Board*)

Jenny Diersen (*Park City Municipal Corporation staff*)

Travis English (*Summit County staff*)

Trever Johnson (*Coalville City mayor*)

Bill Malone (*Park City Chamber of Commerce and Visitors Bureau*)

Mary Beth Maziarz (*Singer-songwriter*)

Teri Orr (*Park City Institute*)

Brian Richards (*Mountain Town Music*)

Bob Richer (*Former Park City Council member*)

Bill Rock/Whitney Wall (*Park City Mountain Resort*)

Rob Slettom (*Park City Area Lodging Association*)

Katie Stellpflug (*Artique*)

Bob Wheaton/Carrie Westberg (*Deer Valley Resort*)

Nann Worel (*Park City Council*)

Katie Wright (*Park City Community Foundation*)



Project ABC Workgroup Participants

Beth Armstrong
Susannah Barnes
Ronald Butkovich
Alex Butwinski
Nan Chalat Noaker
Sanne Christensen
Kara Cody
Marianne Cone
Natalie Cope
Jenny Diersen
Maxine Dalton
Laurie Eastwood
Craig Elliott
Sally Elliott
Morgan Everett
Leslie Harlow
Russell Harlow
Rob Harris

Jack Helton
Judy Horwitz
Jeffrey Jones
Adriane Juarez
Becky Kearns
Alison Kuhlow
Becca Lael
Kyrie Langston
Amy MacDonald
Jory Macomber
Jennifer Malherbe
Jan Massimino
Mary Beth Maziarz
Alyssa McCulloch
Susan Meyer
Kristen Mitchell
Sandra Morrison
Alex Natt
Connie Nelson
Natalie Nester
Sophia Nester

Kristen Nilsson
Ben Nitka
Teri Orr
Jill Orschel
LaraLee Ownby
Ed Parigian
Dori Pratt
Alix Railton
Brian Richards
Ginger Ries
David Riley
Nate Rockwood
Meisha Ross
Whitney Ryan
Sharon Sams
Melissa Skarsten
Rob Slettom
Katie Stellpflug
Bekah Stevens
Max Ventura
Katy Wang

Heather Weinstock
Sarah West
Carrie Westberg
Claire Wiley

Project ABC Outreach Support

Heather Currie
Maxinne Dalton
Ivy Edgar
Kyrie Langston
Alyssa McCulloch
Natalie Nester
Sophia Nester
Abby Powell
Julie Tsalagi

Project ABC Funding Partners

Park City Municipal Corporation
Summit County
Park City Community Foundation
Berkshire Hathaway HomeServices
Utah Properties
Deer Valley Resort
Gary Crandall/Newpark Retail/
Park City Film Studios
Mark J. Fisher
Montage Deer Valley
Park City Chamber of Commerce and
Visitors Bureau
Park City Restaurant Association
Rory Murphy – Kings Crown
TCFC
Vail Resorts
Alf Engen Ski Museum
Ballet West

Egyptian Theatre
Kimball Art Center
KPCW
Mountain Town Music
Park City Institute
Park City Professional Artists
Association
Park Silly Sunday Market
Sundance Institute
Utah Symphony | Utah Opera
R. Scott Amann
James I. Brezovec
Dave and Terry Camarata
Holly Carlin
Robert Christie
Steve Ginder
Jill S. Johnson Fund

Patrick D. Lynch
Jennifer Malherbe
Rick and Carmen Rodgers
Ted Samuels
Jim and Zibby Tozer
Ryan Walsh



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INTRODUCTION

915

Survey responses

1145

Pledges

130+

Active participants

10

Workgroup meetings

7

Stakeholder groups

4

Community convenings

31

Stakeholder interviews

17

Community outreach events

12

Council presentations

17

Steering Committee meetings

8

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7

Collective priorities

48

Strategic recommendations

Arts and Culture is a vital part of the Summit County community. Nonprofits bring Arts and Culture into our lives through performances, education, exhibits, and other experiences. Food festivals, art fairs, theater, film, and concerts fill our calendars. Resident musicians, painters, writers, photographers, and chefs make it their life's work to share their talents. Our schools have strong arts programming. People may come to our town for recreation and nature, but they stay and are fulfilled by our creative offerings and spirit.

Our Arts and Culture sector provides numerous opportunities that connect our community, offer inspiration and hope, and create a forum to express ideas and viewpoints. They are a vital part of our economy and local identity.

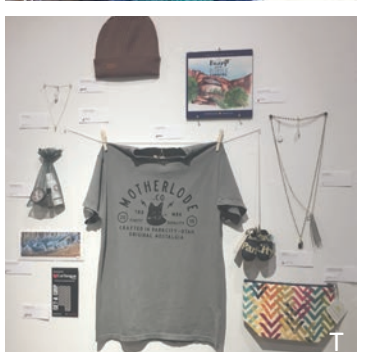
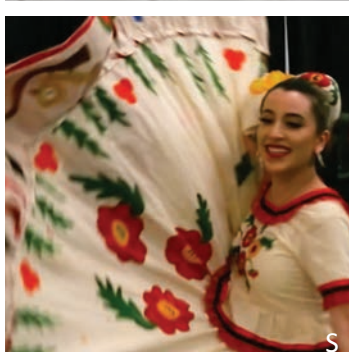
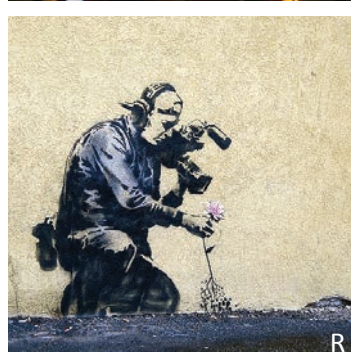
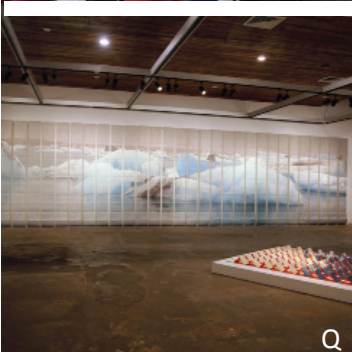
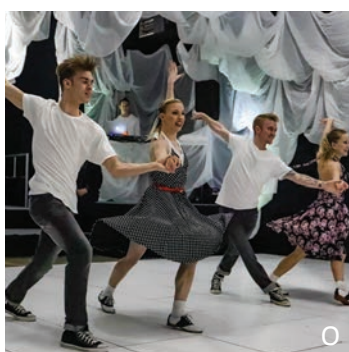
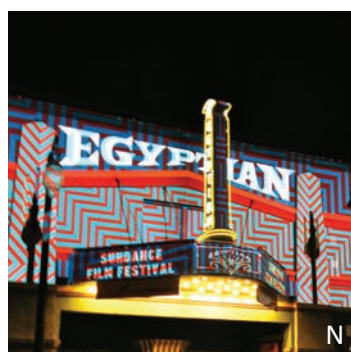
In the past two decades, Summit County government, nonprofits, and individuals have made significant investments in recreation and open space that have critically improved our quality of life. We have not made similar investments in Arts and Culture. Prior to Project ABC, no countywide master plan existed for the creative sector, and no formal assessment or planning effort for Arts and Culture had been done since 1999.

Project ABC arose from the advocacy of local nonprofit leaders for additional support and investment in Arts and Culture activity and their desire to engage the community in creating a plan for the future.

This cultural plan provides direction for future investment in Arts and Culture in Summit County. By design, it colors in the background, sketches out the main roads, and identifies where bridges can be built to make it easier to get where we want to go moving forward.

Our definition of Arts and Culture is intentionally inclusive and ranges from public art to the county fair; film, music, performance, and visual arts activities to local creative businesses; and from arts education to ways the arts are part of a powerful community development strategy.





A) Summit County Fair Coalville B) Egyptian YouTheatre C) Park City Museum D) Monster Drawing Rally, PCSC Arts Council, Credit: Darryl Dobson E) Mountain Town Music F) Park City Library G) Ballet West, Credit: Luke Isley H) Road Island Diner I) Summit County Fair J) Park City Film K) Oakley Rodeo L) Kimball Arts Festival, Credit: Mark Maziarz M) Utah Symphony | Utah Opera N) Sundance Film Festival / Egyptian Theatre O) Blank Canvas, PCSC Arts Council P) Silly Market Q) Kimball Arts Center R) Banksy on Main Street S) Latino Arts Festival T) BRANDed PC, PCSC Arts Council

THE ROADMAP

The Project ABC Cultural Plan has been built by and for the creative community and represents the ideas and opinions of key stakeholders countywide. Reflecting the nature of the collaboratively designed process, this document does not have a single owner or implementer. Rather it is designed to guide future strategic decision-making among the many artists, nonprofit organizations, businesses, citizens, and government entities that call Summit County home. This section outlines the Collective Priorities and Strategic Recommendations that have emerged from one year of data collection, community convenings, and stakeholder engagement.

COLLECTIVE PRIORITIES: The seven Collective Priorities outlined on the following pages are just that: key points of interest or “buckets of need” that were expressed by the larger community. They are not areas of concern for specific individuals or organizations, but are cross-cutting themes expressed across our data. The Priorities are not listed in any order of importance and do not have hierarchy. The level of importance of each will vary from stakeholder to stakeholder. They will be pushed forward in the order that makes sense for each constituent based on their unique position, vision, and strategic goals. The implementation phase will include monitoring movement on each priority to ensure progress on all.

STRATEGIC RECOMMENDATIONS: The Strategic Recommendations listed under each Collective Priority are solutions that, when accomplished, will further improve Arts and Culture in our community. The Strategic Recommendations are intentionally written to allow for flexibility in implementation. In no instance is it expected that there be only one implementer of any given Strategic Recommendation. Timelines and financial implications have been purposefully omitted to allow for flexibility. What may be a short-term and low-dollar project for one stakeholder may be a long-term and high-dollar project for another, even though both fall under the same Strategic Recommendation.

ACTION EXAMPLES: Action Examples follow the Strategic Recommendations under each Collective Priority. These examples represent a small sampling of projects that stakeholders around Summit County have committed to moving forward as a result of or in alignment with the Project ABC process. They serve as evidence of how stakeholders can use Project ABC to further their own strategic activities while also meeting the expressed needs of the community. The Action Examples are not reflective of the totality of projects currently underway or being discussed. Many of the Action Examples fulfill multiple Collective Priorities. Within each Action Example, icons identify which Collective Priorities are addressed by the implementation of that example, and dollar sign icons mark the relative expense of implementation.

BIG IDEAS: The final section of each Collective Priority introduces Big Ideas. These are ideas that have emerged as part of the Project ABC planning phase but have not yet moved into implementation. Each Big Idea, is associated with one or more Collective Priorities, but unlike the Action Examples are not associated with a lead implementer, partners, or relative financial implications. These ideas are meant as inspiration and will require resources to be developed further.



THE ROADMAP



COLLECTIVE PRIORITIES

Together, these Priorities fulfill the collective vision for Arts and Culture in Summit County.



Data: Develop systems and tools that use data to drive decision-making and track the future of Arts and Culture in Summit County.

As Arts and Culture becomes increasingly important in Summit County, better data are needed to quantify impact, track results, and inform decision-making. In order to truly understand the scope and scale of Arts and Culture in Summit County, and to move forward as a premier Arts and Culture community, significant improvements are needed in the way we collect and use data. Enhanced data collection will enable more defensible economic impact analysis, help Arts and Culture organizations track progress, provide better connections throughout the creative community, and will ultimately help Arts and Culture flourish.



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

A great Arts and Culture community requires great spaces for Arts and Culture to happen. These spaces range from large outdoor performance venues that seat several thousand to intimate black box theatres and listening rooms. They also include spaces for artists to live, work, and exhibit. The Summit County community has expressed a strong desire for more spaces that cultivate and support local Arts and Culture countywide. These spaces need to be accessible, flexible, and protected. In some instances, new facilities will need to be constructed, but adapting or supplementing the use of existing facilities is also a viable solution to cultivate more spaces for Arts and Culture.



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

Arts and Culture is not limited to any one area, but exists in locations across Summit County. These hubs should be supported and cultivated in ways that are authentic, independent, and unique to the interests and needs of each specific community. A network of physical and programmatic pathways should be built to ensure unity and collective success. As new development happens in Summit County and as communities grow, Arts and Culture must be a critical part of decision-making and design. It cannot continue to be an afterthought. Arts and Culture can help Summit County develop in ways that hold onto the authenticity and history of our community and continue to improve our quality of life.





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

In order for Summit County's Arts and Culture community to thrive, significant, sustainable, responsive, and reliable funding is required. In Summit County, there are currently several public-funding mechanisms for Arts and Culture including: Restaurant Tax Grants; Recreation, Arts, and Parks Grants; Special Events Grants; Special Services Contracts; Percent for Public Art; and Fee Waivers. While these funding mechanisms provide basic support for Arts and Culture, they are very restrictive and leave significant gaps in need among Arts and Culture nonprofits, artists, and the creative sector as a whole. Substantial and strategic increases in funding are needed to ensure long-term viability of Summit County's Arts and Culture sector. These funding increases may include new sources of public funding, but will also include the development of new private sources of support. An analysis of current Arts and Culture funding in Summit County can be found in the State of the Arts assessment linked in the Supporting Documents section of this plan.



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

Arts and Culture in Summit County has, undoubtedly, reached such a high level of success to this point because of the passionate artists and nonprofits that have shouldered it forward. Further support of these admirable people and organizations is needed, and pathways to success for new artists and organizations should be cultivated. Another facet of this priority is to evolve Summit County into a net exporter of creative talent rather than an importer and programmer for talent from other places. Our young and rising artists must be fostered and supported in the same way our athletes are.



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

In many ways, programming is the most visible and identifiable of the Collective Priorities. Programming is the part of Arts and Culture that we see, attend, and participate in. As Arts and Culture grows in Summit County, it is imperative that the programming align with, reflect, and forward the needs, interests, and dreams of our community. Arts and Culture must tell the story of who we are, connect us across boundaries, teach us empathy, remind us of our values, and provide us with fun creative experiences. Arts and Culture can, and should, be seen as a platform to progress other community priorities and improve our overall quality of life.



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

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

One of the most substantial gaps in Summit County's Arts and Culture sector is the absence of a strong governing organization or well-established Arts and Culture departments within local government. The need to develop a system of governance and supportive local policy is an urgent matter that requires immediate concentrated action. Without a strong system of governance and complementary policies, it will prove difficult for the other Collective Priorities in this plan to be moved forward successfully.





SPACES

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

STRATEGIC RECOMMENDATIONS

- Create accessible, **community-level, locals'-focused venues** for the performance and exhibition of Arts and Culture.
- 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.
- Expand, maintain, or develop **outdoor public-gathering spaces** countywide that enable creative expression and provide opportunities to display and perform.
- Ensure **facilities** are available or accessible for **small and emerging nonprofits and events**, not just the anchors.
- 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.

Action Example: Exhibit Space in Local Businesses and Public Buildings



Lead Implementers

PCSC Arts Council, Park City Chamber and Visitors Bureau, Park City Area Restaurant Association, Park City Area Lodging Association, Park City Public Art Advisory Board, Summit County Public Art Advisory Board

Partners

Local businesses (hotels, resorts, restaurants, etc.), local artists

Description

Local visual artists have expressed a strong need for additional local exhibit space. Many of these artists are emerging in their respective fields while others are more established but have still been unable to find local venues to share their work. This need was mirrored by visitors who took the Project ABC survey. They expressed a desire to see more local art performed and on display throughout the county.

A simple solution is for the PCSC Arts Council to foster connections between local artists and local businesses. It may be necessary for the PCSC Arts Council or another entity to carry an umbrella insurance policy to cover the work on display. The Project ABC Directory can also serve as a digital conduit between local businesses and local artists.

In an effort to further this idea, the Park City and Summit County Public Art Advisory Boards as well as membership organizations like the Park City Chamber and Visitors Bureau, Park City Area Restaurant Association, and Park City Area Lodging Association have committed to support and partner on implementation by promoting the idea of local businesses as exhibit spaces to their members and helping to match local artists and business owners. These partners will be critical in building connections between local artists and available spaces and also will be important in helping to manage and finance implementation.

Action Example: Snow Park Amphitheater



Lead Implementers

Deer Valley Resort

Partners

Local businesses (hotels, resorts, restaurants, etc.), local artists

Description

In an effort to transform Deer Valley's Snow Park Outdoor Amphitheater into a premier venue where artists are excited to perform and guests love to attend, Deer Valley Resort has come up with a five-year venue improvement plan. This improvement plan includes major upgrades to the venue staging as well as the seating and guest areas. An upgrade to the stage will allow Deer Valley Resort to attract higher quality artists and drive more guests to attend concerts. Additionally, improved fencing, restroom upgrades, and better concession positioning will enhance the guests' overall concert experience. This five-year plan is in its first year and will continue through 2022, conditions permitting, with improvements made to the venue each year. Deer Valley Resort hopes that with the upgrades throughout the years, Snow Park Outdoor Amphitheater will become a premier concert venue among artists and guests alike.

Big Idea: Protection of Arts and Culture Facilities



Description

In recent years, the community has lost several important Arts and Culture spaces countywide. Project ABC data highlights the need to protect Arts and Culture spaces to ensure they are available for the long term. There are many potential ways to accomplish this objective including deed restrictions, shared ownership structures, real-estate trusts, or placing the facilities under the ownership of a local government body or arts agency.

The Park City Museum serves as an excellent example of local government owning a facility and leasing it to a nonprofit organization on a long-term basis. This ownership structure ensures the building stays an Arts and Culture facility for the foreseeable future. Additionally, this ownership structure makes the building eligible for capital improvements through RAP funding, which helps to address a major challenge for local Arts and Culture nonprofit organizations that are currently not able to access local public funding for renovations, retrofits, or other building expenses.



DATA

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

STRATEGIC RECOMMENDATIONS

- Launch a Summit County **public granting portal and database** that allows for:
 - » 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.
- Build and maintain a Summit County **creative asset directory**.
- Develop a **Project ABC implementation dashboard** to monitor the ongoing progress and impact of Project ABC initiatives.
- Publish an **annual report on the state of Arts and Culture in Summit County** that includes review of economic impact data, funding, and progress toward implementation of Project ABC recommendations.
- Support and expand existing **centralized calendaring systems** for Arts and Culture programming, events, and education.

Action Example: Economic Impact Analysis



Lead Implementers

PCSC Arts Council, Park City Municipal Corporation, Summit County government

Partners

Park City Chamber of Commerce and Visitors Bureau, Arts and Culture nonprofit organizations

Description

During the planning process of Project ABC, an initial economic impact analysis was completed as part of the State of the Arts review. We developed a methodology for measuring jobs and the economic contributions of the creative economy to our community. We looked at funding, audience spending, and the beginnings of the scope and scale of our creative businesses and entrepreneurs.

However, given the significance of Arts and Culture to the Summit County economy, it is critical that ongoing and robust impact analysis be conducted.

Two specific aspects of this analysis currently in development are the creative asset directory and a public granting portal/database. The PCSC Arts Council is leading the charge on the development of the directory, and Summit County is working to identify an appropriate platform to use as a countywide public granting portal that will include Arts and Culture funding as well as other public-funding opportunities.

Action Example: Project ABC Directory



Lead Implementers

PCSC Arts Council

Partners

Park City Professional Artists Association, Park City Public Art Advisory Board, Summit County Public Art Advisory Board, Park City Area Restaurant Association, Park City Area Lodging Association, Park City Chamber and Visitors Bureau, local Arts and Culture nonprofit organizations, local Arts and Culture businesses, local artists

Description

The Project ABC Directory will document and track Summit County creative assets. The goal is for the directory to include individual artists and creative entrepreneurs as well as venues and nonprofit organizations. The data collected will help with the quantification of Arts and Culture in Summit County and also will help artists, creative businesses, and nonprofits connect to one another and the larger community. Use examples include:

- PCSC Arts Council running reports to see the number of creatives living and working across Summit County and within particular zip codes.
- Local business owners searching for artists to perform or exhibit in their establishment.
- Artists searching for venues to play a gig or install a show.
- Individuals seeking to commission a piece of art or book a performer.

A beta version of the directory was released in November 2017 and has been continually revised since then. As of March 2018, the directory has more than 500 entries. Feedback from users has been collected and as Project ABC moves into implementation, the next iteration of the directory will be developed and launched with improved capabilities and user interface. The directory is accessible at projectabcsc.com.

Big Idea: Participate in *Arts and Economic Prosperity VI*



Description

Arts and Economic Prosperity VI will be conducted by Americans for the Arts in 2020 as the sixth study of the nonprofit Arts and Culture industry's impact on the economy. This report documents contributions to the national economy by Arts and Culture organizations from communities and regions across the county. Several Utah cities have participated in previous studies.

By participating in the *Arts and Economic Prosperity VI* study, Summit County will become part of a larger network of communities with compatible data, making comparisons possible between Summit County and other places across the state and nation. Participation in this study also provides credibility, community-wide consistency, and pathways to relationships with new communities, funders, and policy organizations.



PLACES

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

STRATEGIC RECOMMENDATIONS

- Focus on **building Arts and Culture facilities and hubs across 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.
- Focus on **connecting existing and new Arts and Culture hubs** across the county and building a network for promotion, support, and creative activation.
- 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 internationally known, iconic artist installations.
 - » Use public art to highlight the cultural and ethnic diversity of Summit County.
 - » Integrate 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 real-estate development** that incorporates curated Arts and Culture elements into master-planning proposals.

Action Example: Bonanza Park Arts and Culture District



Lead Implementers

Park City Municipal Corporation

Partners

Local Arts and Culture nonprofit organizations, local Arts and Culture businesses, local artists

Description

In July 2017, Park City Municipal Corporation announced an agreement to purchase a 5.25-acre area in Bonanza Park for \$19.5 million to form a new Arts and Culture district. To finance the Arts and Culture district, Park City Municipal Corporation imposed a 1 percent transient room tax. The Kimball Art Center and Sundance Institute will serve as anchor partners. In addition, Park City Municipal will work with other Arts and Culture nonprofit organizations, businesses, and local artists to design and build out the district, which will include venues, support amenities, a transit hub, parking, commercial space, and affordable housing for artists. This Arts and Culture district will become a major hub for Arts and Culture activity that supplements, supports, and connects to other Arts and Culture hubs countywide.

Action Example: Art on Trails



Lead Implementers

Park City Public Art Advisory Board, Summit County Public Art Advisory Board

Partners

PCSC Arts Council, Summit County government, Park City Municipal Corporation, Snyderville Basin Special Recreation District, Mountain Trails Foundation, South Summit Trails Foundation, local open space groups, local artists

Description

Throughout the Project ABC planning process, the idea of installing public art on trails as a means to increase trail use, connect various parts of the county, offer visual interest, provide culturally educative opportunities, and create unexpected experiences has come up repeatedly. This idea is being carried forward by a number of key stakeholders in a variety of ways. Two of the groups currently considering this idea are the Park City and Summit County Public Art Advisory Boards. Both of these groups are currently in the exploratory phase of determining how public art might be integrated into the trail systems. One particular approach to this idea that is gaining traction is to incorporate public art installations along the Summit County Historic Union Pacific Rail Trail, or simply the Rail Trail, that runs from Park City to Echo via Promontory, Wanship, and Coalville. The Rail Trail is easily accessible and suitable to a range of recreational activities. It is culturally and historically significant, but also holds an unmatched opportunity to geographically unite east and west Summit County. Public art installations along the Rail Trail will elevate the trail experience, increase use, and can share the story of the sites and communities along it. Several potential funding resources are currently being explored to support the development of this idea including local and national grant opportunities.

Big Idea: Countywide Network of Arts and Culture Hubs



Description

Arts and Culture assets exist throughout Summit County in diverse and distinct ways and can be organized geographically into hubs of activity. Developing and dedicating these hubs is important to identifying, cultivating, and connecting countywide Arts and Culture experiences. Each hub by nature, reflects the function, design, and composition of the surrounding community and may include: public art, galleries, live/work space for artists, performance spaces, studios, lodging, dining, nightlife, concert venues, cultural facilities, public gathering spaces, access to public transit, and pedestrian-friendly infrastructure.

As Arts and Culture hubs are further developed in Summit County, it is important to connect them physically, technically, and programmatically. No Arts and Culture hub should exist as an independent island, but rather as a single node in a countywide network of Arts and Culture. Wayfinding solutions can easily denote where the hubs exist and how to travel from one to the next. Transportation infrastructure and trails can provide physical connections, especially when considering the Rail Trail as a potential backbone of the network. Arts and Culture hubs should cross-promote and include collaborative programming to encourage locals and visitors to experience the complete scope of Arts and Culture that Summit County has to offer.



FUNDING

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

STRATEGIC RECOMMENDATIONS

- Develop creative and flexible community-wide **funding mechanisms that are not reliant on traditional donations and/or local public funding.**
- Create a **new granting program** for individual artists and creative projects that does not require nonprofit status.
- **Continue Percent for Art funding** for public art but explore opportunities to use funds for smaller, temporary projects in addition to bigger permanent installations.
- **Establish a collective and collaborative funding pool** to support capital expenditures, programming, subsidized commercial space, and unrestricted operating expenses **for Arts and Culture organizations.**
- **Evaluate how cultural public grants are made and disbursed** to ensure support for small and emerging organizations in addition to large anchor organizations.
- **Seek state and federal grant support** for Arts and Culture.
- **Prioritize funding arts education** within schools and at the community level.
- Identify **new sources of public and private funding** for Arts and Culture.
- **Subsidize tickets** to ensure access to audiences of all income levels.
- Allocate **additional funding for coordinated and dedicated cultural tourism** marketing.

Action Example: Public and Private Funding to Connect Other Community Priorities with Arts and Culture



Lead Implementers

Park City Municipal Corporation, Summit County government, PCSC Arts Council

Partners

Local Arts and Culture nonprofit organizations, local artists

Description

Several projects for other community priorities (e.g., transit, sustainability, recreation, mental health, etc.) are currently in development that incorporate Arts and Culture as a key element. One example is an initiative by Park City Municipal Corporation to develop an Aesthetic Design Plan for the Highway 248 entry corridor into Park City that enables a cohesive approach to visual quality and user experience of the corridor. Another example is PCSC Arts Council's partnership with U.S. Ski and Snowboard on the 2019 FIS World Championships to develop a series of contests, open calls, and activations that help anchor and connect the events to the community.

Big Idea: Grand Collaboration



Description

Many funding gaps exist in Summit County's Arts and Culture sector that need to be resolved in order for it to thrive. One of the greatest funding-related needs for Arts and Culture is capital improvement to facilities. The existing local Arts and Culture funding mechanisms (RAP, TRT, Restaurant Tax, etc.) prohibit using funds for capital improvement of privately held buildings. This leaves a void in the fundraising landscape with no comprehensive, collaborative, or sustainable alternatives. The limitations of current funding mechanisms have required organizations to compete head-to-head for donations from an increasingly tapped donor base, which is leading to the siloing of organizations and dissolution of collective aspirations.

A collaborative and flexible funding mechanism needs to be developed. Through this mechanism, organizations and funders could work more collaboratively and holistically. In order for this type of model to work, local government (city and/or county), state government, foundations, individual donors, businesses, granting agencies, and the organizations themselves would need to come together to collectively fund a new granting pool that allows for capital improvement requests. Organizations could then apply to this pool for funding needs that are not fulfilled by existing public funding programs.

Big Idea: Private Percent for Art



Description

As new funding for Arts and Culture is explored, a key direction to consider is the implementation of a private percent for art program. This program would involve working with private real-estate developers to create a self-imposed tax that contributes to an Arts and Culture fund. The fund would need to be highly flexible and available for more than the installation of public art as part of private projects. It would generate new dollars to support a range of Arts and Culture needs and create another granting pool for the creative sector to access. This program would help resolve some of the existing resource challenges experienced by local artists and nonprofit organizations.

Several models for this type of fund exist in other communities across the country. These programs vary in scale, scope, and purpose, but all leverage a small percentage of private real-estate development projects to support Arts and Culture. Summit County would need to develop a model that is appropriate for our community and meets the unique needs of our Arts and Culture sector.



GOVERNANCE/ POLICY

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

STRATEGIC RECOMMENDATIONS

- **Sustainably fund a new or existing local organization to:**
 - » Cultivate, manage, and distribute new sources of public and private funding.
 - » Advocate on behalf of 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 that includes a designation program, wayfinding, creative activations, and marketing.
- Create a **dedicated, official Arts and Culture liaison position or department** in local government (e.g., Summit County, Park City, etc.).
- Establish or identify an **organization or individual to serve as liaison/coordinator to advocate for inclusion, programming, and outreach to diverse populations** throughout Summit County.
- Conduct ongoing research of existing local Arts and Culture funding policies and consider renegotiation of or amendments to those policies to **ensure alignment of funding with community need**.
- Form a countywide **Citizen Advisory Group for Arts and Culture** to advocate for Arts and Culture and hold local government and other key stakeholders accountable.

Action Example: Project ABC Steering Committee



Lead Implementers

PCSC Arts Council, Project ABC Steering Committee

Partners

All organizations and entities with representation on Project ABC Steering Committee

Description

The Project ABC Steering Committee was formed in March 2016. This Steering Committee is made up of representatives from local government, businesses, nonprofit organizations, the creative community, and general citizens. This group led the codification of Project ABC and met monthly as the governing body for the planning phase that ran through March 2018. In February 2018, the Committee decided to temporarily extend its commitment to meet and oversee the implementation of Project ABC. Steering Committee members will continue to meet on a regular basis through the calendar year of 2018. At that time, they may choose to extend their role, or a new advisory group may be formed to govern Arts and Culture throughout Summit County.

Big Idea: Technical Assistance and Capacity Building



Description

Many organizations have expressed interest in using the Project ABC recommendations as a guide for their future visioning and decision-making. The opportunity exists for the PCSC Arts Council to provide technical assistance and support to these organizations and others countywide who would like to further enhance our Arts and Culture sector through the implementation of the projects and initiatives outlined in the Cultural Plan. Many of the organizations and individuals would be from the Arts and Culture community but, of equal importance, many would not. As a result of Project ABC community outreach and engagement, numerous non Arts and Culture organizations and individuals are increasingly interested in developing cross-sector relationships that use Arts and Culture as a tool for furthering other community priorities, such as recreation, youth engagement, mental health, and social equity. Supporting the development of these relationships and projects can further increase the role Arts and Culture plays in our community.

Big Idea: Strong Model of Governance



Description

As previously stated in this document, the absence of a strong governing organization for Arts and Culture in Summit County is an urgent matter that requires concentrated attention. Without strong governance and leadership, many of the priorities and recommendations in this plan will struggle to progress. As part of the Project ABC planning phase, several potential models of Arts and Culture governance have been explored. Local governmental entities could dedicate staff positions for Arts and Culture management or create a new department to oversee and support the sustained growth of the creative sector. A quasi-governmental entity could be established that functions similar to a recreation district. Or government could provide significant and sustainable funding to an independent nonprofit organization to conduct this work. Additional resources and detailed conversations with key decision-makers are needed to determine the most appropriate and effective model for our unique community.



FACES

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

STRATEGIC RECOMMENDATIONS

- **Prioritize programming, outreach, and talent development for diverse groups.**
- **Hire more artists from Summit County** for performance, public art, private installations in commercial spaces, etc.
- **Invest in developing local artists and creatives, particularly youth.**
 - » Become a net exporter of talent as opposed to a net importer.
 - » Show commitment to and investment in arts education and mentorship.
- Create **regular networking and collaboration opportunities** for creatives, businesses, and nonprofit Arts and Culture organizations.
- Support the **organizational development of local Arts and Culture nonprofits and businesses.**
- Build capacity for teachers to **integrate Arts and Culture into teaching curriculum.**
- **Integrate Arts and Culture into senior services.**

Action Example: Professional Development



Lead Implementers

PandoLabs

Partners

PCSC Arts Council

Description

PandoLabs has recently fostered strong relationships with community organizations that support and promote the arts including PCSC Arts Council and Park City Professional Artists Association. Traditionally, PandoLabs has focused on helping technology businesses mitigate the top three reasons that startup companies fail: poor product market fit, not having the right team, and running out of funds. PandoLabs is now including artists in its programs. By providing a platform for artists to learn alongside other business owners, PandoLabs has found that artists face many of the same challenges.

Between October 2017 and March 2018, PandoLabs has had 15 artists enroll in its entrepreneurship programs. These 15 artists represent 36 percent of the total enrollment. Due to early demand for these services and the success of early programming efforts, PandoLabs will continue its collaboration with local arts organizations to further support Summit County's Arts and Culture community.

PandoLabs has decided to continue to broaden its outreach into the creative entrepreneur marketplace, do more to cultivate networking and learning opportunities for these businesses, and consider developing content and programs that are more specific to the Arts and Culture sector needs.

Action Example: Latino Arts Festival



Lead Implementers

Christian Center of Park City, PCSC Arts Council

Partners

Kimball Art Center, KPCW, Park City Library, Sundance Institute

Description

The Latino Arts Festival will hold its third annual event in June 2018. The Festival is an important cultural celebration in Summit County and has grown significantly from its early beginnings. This year, the festival will span two days and bring the entire community together to experience and celebrate the color, heritage, and traditions of local Hispanic and Latino culture through food, film, fine art, live music, crafts, folkloric dance, and more. The Latino Arts Festival is produced by the Christian Center of Park City, a nonprofit community resource center that helps improve the lives of people and communities. PCSC Arts Council is a collaborator along with the Kimball Art Center, Sundance Institute, KPCW, and Park City Municipal Corporation. It serves as a great example of diverse, inclusive programming and an event that uses Arts and Culture as a platform to further other community priorities.

Big Idea: Net Exporter of Talent



Description

One of the ideas that emerged consistently through the Project ABC planning process was to cultivate young creative talent in our community in similar ways to how we support our young athletes. The Summit County community has expressed the desire to become a net exporter of creative talent rather than a net importer. Many participants in the Project ABC survey expressed that they would like Summit County to become known as a place where artists are supported, encouraged, and thriving.

This concept is also in alignment with the interests of visitors who took the Project ABC survey. These participants strongly expressed that they would like to see more local art when they visit and that, from their perspective, it seems like Summit County emphasizes bringing in talent from elsewhere over supporting local talent.

In order for this dream to become a reality, significant investment in education, facilities, and programming is needed and our community must work to find ways to support and encourage our emerging local artists.



PROGRAMMING

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

STRATEGIC RECOMMENDATIONS

- **Expand integrated arts education within schools.**
- **Offer additional community-based creative classes for youth.**
- Create **public media campaigns** to tell the Arts and Culture story of Summit County.
- Organize and implement an **annual summit and regular convenings** to bring the Arts and Culture community together, celebrate accomplishments, and brainstorm improvements.
- Identify opportunities to **infuse more progressive art into some Arts and Culture programs.**
- Build **new programs in a variety of creative disciplines** to ensure access across geographies and demographic groups.
- Implement an **Artist-in-Residence program** that brings artists from outside the community to learn, work, and teach.
- Offer **business development support** to artists, makers, and emerging creatives, including youth.
- Develop and support **programming that connects Arts and Culture to other community priorities** or uses Arts and Culture as a platform for advancement.
 - » Recreation/sport
 - » Mental health
 - » Aging
 - » Open space
 - » Sustainability
 - » Cultural heritage

Action Example: Cultural Tourism Marketing



Lead Implementers

PCSC Arts Council

Partners

Park City Chamber of Commerce and Visitors Bureau, Deer Valley Resort, Vail Resorts, Local Arts and Culture nonprofit organizations, local Arts and Culture businesses, local artists

Description

For a number of years, the PCSC Arts Council has conducted cultural tourism marketing using funds received from the Summit County Restaurant Tax grant program. In 2017, the Arts Council expanded the focus of its destination marketing strategy to include quarterly campaigns that promoted the world-class Arts and Culture available across Summit County. For each campaign, the Arts Council launched a series of “Art Adventures” organized into categories that emphasize different aspects of our creative sector including: Craft, Taste, Art, Performance, and Lore. In addition to these campaigns (which can be found at pcscarts.org), there is significant opportunity to expand cultural tourism marketing with new content and to leverage the efforts of the Park City Chamber of Commerce and Visitors Bureau as well as the two Park City resorts to broaden awareness of our Arts and Culture landscape among destination travelers.

Action Example: Power Wrap Project



Lead Implementer(s)

Local artist(s)

Partners

PCSC Arts Council, Park City Municipal Corporation

Description

During the action-planning portion of the Project ABC Summit held in November 2017, a local artist brought forth the idea to improve the aesthetics of the utility substation in the middle of Park City's proposed new Arts and Culture district as a location for public art. There was substantial interest in this idea at the Summit, and many key stakeholder groups discussed ideas for how to move it forward. Following the Summit, momentum for the project has continued to grow, and initial meetings with potential partners have explored best practices and discussed next steps. The Power Wrap Project could be done as a precursor to or in conjunction with the development of the Bonanza Park Arts and Culture District.

Big Idea: Countywide Off-Season Artist-in-Residence Program



Description

The idea to initiate a countywide, distributed artist-in-residence program during the off-season emerged during the documentation phase of the Project ABC planning process. Each of the local resorts in Summit County expressed that it has vacant housing and facilities during the off-season that could be used for visiting artists or participants in an artist-in-residence program. Developing a residency that provides short-term housing, opportunities for connection between local and non-local artists, and community learning could be a highly impactful program that would align with a number of the recommendations in this plan.

In addition to partnership with the Park City resorts, opportunities could be created to ensure distribution of the artist-in-residence program countywide. This program would likely develop through a partnership between nonprofit organizations, businesses, government entities, and artists and could be implemented through a collective effort between partners, or one organization could assume leadership with the support of the others.

Participating artists could be asked to make work that is in response to their time in Summit County and connects to other community priorities. Local and visiting artists could collaborate with one another and the larger community. Classes, salons, and learning opportunities could be part of the program. At the conclusion of each season, a showcase could be held to share the work created during the residency.

BACKGROUND

WHAT IS PROJECT ABC?

The goal of the year-long planning phase was to develop a set of collective priorities and action steps, a roadmap for Arts and Culture, to serve the entire Summit County community including Park City, Snyderville Basin/Kimball Junction, and North and South Summit County.

The process was designed to identify needs and develop solutions that would benefit the community at large, grow investment in the creative sector, connect Arts and Culture to other city and county priorities, and support the long-term vitality of our Arts and Culture nonprofits.

A broad coalition of individuals from the nonprofit, business, government, creative, and philanthropic sectors came together to guide the process, which was managed by the PCSC Arts Council.

ARTS AND CULTURE DEFINITION

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

The definition is intentionally inclusive and ranges from public art to the county fair; film, music, performance, and visual-arts activities to local creative businesses; and from arts education to ways the arts are part of a powerful community development strategy.

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HISTORY OF PROJECT ABC



SEPTEMBER 2015:

Local Arts and Culture nonprofit leaders begin to organize and advocate for support to secure stability and growth within our creative sector.

FEBRUARY 2016:

Both Park City Council and Summit County Council appoint a representative to act as a liaison to a countywide Arts and Culture Initiative Steering Committee.

MARCH 2016:

The Steering Committee is formed with representatives from government, business, Arts and Culture nonprofits, and philanthropy. The committee begins to look at other plans, develops a definition of Arts and Culture, and starts to compile a list of Arts and Culture assets.

NOVEMBER 2016:

The Steering Committee formally states its support for a collaborative, countywide Arts and Culture master-planning process, and the PCSC Arts Council is appointed to take the lead management role to move it forward.

DECEMBER 2016 –

APRIL 2017:

Outreach and fundraising efforts occur to generate community support and resources for the Arts and Culture master planning process.

MAY 2017:

Project ABC publicly launches.

JUNE – OCTOBER 2017:

Data collection activities include a survey, interviews, workgroup meetings, community outreach, and engagement activities. More than 1,000 people share their ideas, needs, wants, and challenges. Over 1,100 sign a pledge of support for greater investment and support of local Arts and Culture.

NOVEMBER 2017:

Data analysis results in the identification of draft Collective Priorities and Strategic Recommendations. The Project ABC Summit is held Nov. 14 with more than 80 people coming together during a five-hour work session to review progress and findings and begin action planning.

DECEMBER 2017 –

MARCH 2018:

Strategy review and meetings with key stakeholder groups are held to identify projects planned or in development that connect to specific recommendations. Three open houses offer an opportunity to gather final feedback from the community.

APRIL 2018:

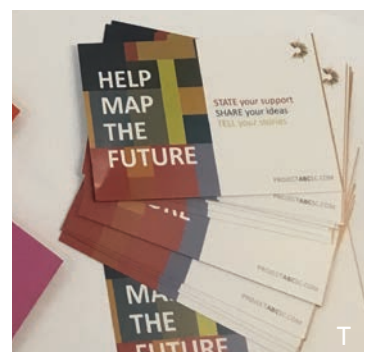
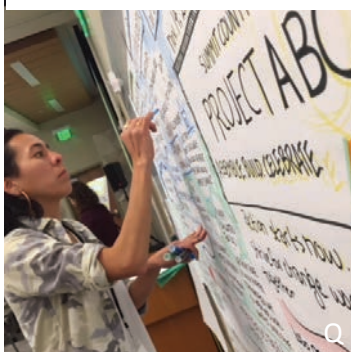
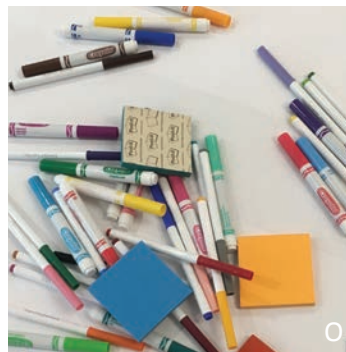
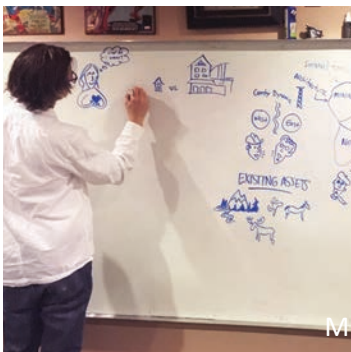
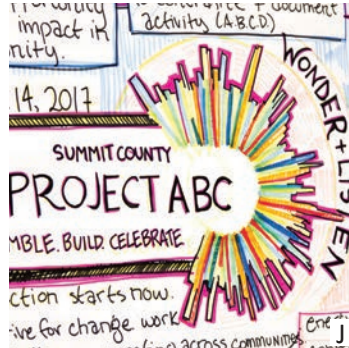
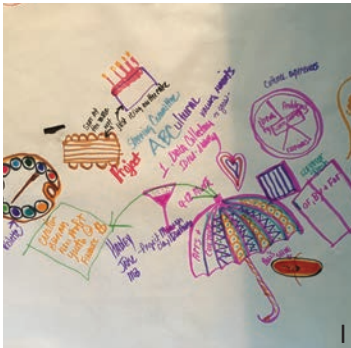
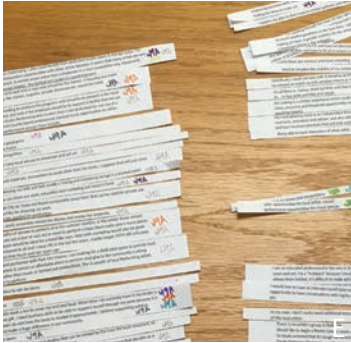
The Project ABC Plan is released with endorsements from key stakeholder groups. Implementation phase begins.

STRUCTURE / PROCESS

The Project ABC planning process was designed as a multi-stakeholder initiative, conducted with community engagement at the forefront. The core intent of the process was to listen, document, and represent the needs of the creative sector as well as develop a set of recommended solutions. As a result, this is a document for widespread community use where various stakeholders can shepherd relevant pieces forward. The combined and collective activities of different groups will help ensure that Arts and Culture in Summit County remain vibrant, collaborative, sustainable, and resilient into the future.

The planning process was organized into three overlapping phases:





A) Creative sector workgroup meeting B) Nonprofit workgroup meeting C) Project ABC Summit D) Stakeholder profile synthesis E) Survey comment coding F) Project ABC Summit G) Strategy grouping process H) Youth workgroup meeting I) Creative sector workgroup meeting J) Project ABC Summit K) Project ABC Summit L) Strategic Recommendations M) Nonprofit Workgroup meeting N) Project ABC Summit O) Business workgroup meeting P) Business workgroup meeting Q) Project ABC Summit R) Creative sector workgroup meeting S) Creative sector workgroup meeting T) Outreach postcards

DATA COLLECTION

The Project ABC research phase began with people. We conducted a number of activities to collect data from seven different stakeholder groups deeply connected to local Arts and Culture activity to understand their core values, needs, dreams, and challenges.

A key element of data collection was the development and distribution of a community-wide survey that was completed by 915 individuals. We also launched a digital pledge for Arts and Culture supporters that was signed by 1,145 people and conducted 19 interviews with more than 40 representatives from various stakeholder groups.

We completed a benchmark analysis of Arts and Culture activity in eight other communities that were chosen based on size, similarities to Summit County, or reputation for Arts and Culture investment. We picked a mix of communities that were both highly comparable to Summit County and were a bit divergent, but had lessons we felt were relevant here. In addition to the eight benchmark communities, we also reviewed Arts and Culture plans from other locations including Santa Cruz, Calif., and Austin, Texas.

For the final stage of data collection, we conducted a State of the Arts assessment. This assessment looked at the personal benefits, community benefits, economic impact, and existing public-funding mechanisms related to Arts and Culture. The State of the Arts serves as a snapshot of where Arts and Culture is today.

The State of the Arts assessment is available at projectabcsc.com/stateofthearts.

STAKEHOLDER GROUPS

- Nonprofit representatives
- Business representatives
- Creative representatives
- Government representatives
- Arts educators
- Art lovers (general public)
- Visitors

View the full stakeholder report at projectabcsc.com/stakeholderprofiles.

PROJECT ABC PLEDGE

I am a strong advocate of Arts and Culture. I agree that there is a pressing need to place Arts and Culture as a top priority in our community. The past 20-plus years have seen wonderful advancements and improvements locally in the areas of recreation, trails, and open space as a result of intentional planning. I support a major investment of time and resources from local governments, businesses, organizations, foundations, and individuals to secure the vitality and growth of Arts and Culture in Summit County. YES!

BENCHMARK COMMUNITIES

- Ketchum, Idaho
- Boise, Idaho
- Ogden, Utah
- Santa Fe, New Mexico
- Breckenridge, Colorado
- Boulder, Colorado
- Telluride, Colorado
- Asheville, North Carolina

View the Community Benchmarking report at projectabcsc.com/communitybenchmarking.



CONVENINGS

We organized a series of 10 workgroup meetings to ensure participation and gather input directly from business, nonprofit, youth, and creative sector representatives.

We attended more than 40 meetings and events to build awareness in the process, encourage participation in the survey, and listen to what people had to say about the future of Arts and Culture in Summit County.

To assemble the entire community, share and validate findings, and move further into action planning, we convened the Project ABC Summit. More than 80 people attended this five-hour work session—the first time that a group of this size had come together to focus on Arts and Culture in Summit County. The ABC Summit helped refine the emerging priorities and create a forum for people to workshop and develop specific project ideas that connected to the draft recommendations.

The Project ABC team then took the priorities and recommendations on the road to talk with community organizations and groups and document where they were already making progress or were planning projects that would align with the Cultural Plan moving forward.

We also held three community open houses to share the final recommendations back with the larger community and offer one more opportunity to ask questions, add information on what might be missing, and communicate individual plans for the future.

DOCUMENTATION

The Project ABC website (projectabcsc.com) served as a platform for our community to interact with the process and track progress. We also published a monthly newsletter to offer a formal update and opportunity for engagement. Our Facebook feed and Pinterest boards shared Arts and Culture best-practice examples, emerging research, and inspiration for followers.

While we started by collecting data about individuals and their needs, we recognized the importance of planning in a consolidated and coordinated way instead of in stakeholder silos. Once we closed our data collection phase, we looked for cross-cutting themes and areas where need was expressed by multiple stakeholder groups. We used qualitative research methods of comment coding and sorting to organize survey and interview data points into big buckets that formed our seven Collective Priorities.

We then again looked for emergent themes within each priority to identify specific ideas or solutions that cut across our stakeholder groups to form the 48 recommendations that are the basis of the Project ABC roadmap.

The nature of the cultural planning process creates a body of work for businesses, nonprofits, government entities, and other groups in Summit County. No priority or recommendation is the responsibility of one organization, rather it is the collection of implementation strategies over time that will move Arts and Culture in the direction we want to go. Given the shared responsibility for action, it is difficult to develop a concrete timeline or financing model for the recommendations. In the Roadmap section of this plan, we've noted a general framing for the costs associated with each Action Example, recognizing that some of the ideas cost nothing, others just a bit, and many require significant time and investment.

MOVING FORWARD

This document is YOUR roadmap. It is for the Summit County community to use as a guide to explore, discover, and build new ideas, pathways, bridges, and projects. Please use this document to inform your organization's strategic planning process, the development of your next big project, or as supportive material to make the case for your revolutionary idea.

Project ABC is an iterative and ongoing process owned and implemented by key stakeholders and the Summit County community at large. Within and across the Collective Priorities and Strategic Recommendations included in this plan are many possible action steps that will occur over the coming years. The implementation details will vary greatly from one stakeholder group to the next. Progress will occur in different ways and at different times based on the independent needs, constraints, ideas, and resources of each individual and organization.

The Project ABC team will continue to work with key stakeholders to track progress and implementation of the priorities and recommendations laid out in this document. Results and updates will be maintained on the website and reported back to the community on a regular basis.

The existing landscape, needs, dreams, opportunities, and recommendations are charted. Now it is your turn to forge ahead in whatever way makes sense for you and your organization. The future of Arts and Culture in Summit County is in your hands.

GUIDING PRINCIPLES

These guiding principles helped to steer the planning phase of Project ABC. They expanded throughout the process based on community need and will be used as guideposts through implementation.

- Think big, but find small wins.
- Use Arts and Culture as a conduit to address other community values and needs.
- Ensure Summit County is a welcome home for artists and arts organizations of all sizes and disciplines.
- Emphasize ongoing public engagement.
- Engage in partnership and collaboration.
- Take ownership and maintain open communication.
- Use unifying language to enable collaboration.

ENDORSEMENTS

March 30, 2018

To the Summit County community:

We, the undersigned, are strong advocates for Arts and Culture and see there is a pressing need to treat it as a top priority as we have done for trails, open space, and recreation. A major investment of resources from local governments, businesses, nonprofit organizations, foundations, and individuals is needed to secure future vitality and growth.

Now is the time for Arts and Culture.

We participated in the Project ABC cultural planning initiative and are supportive of the process as well as the findings. We feel that the Summit County community was effectively engaged, the public strongly supports this initiative, and our collective needs have been documented.

We endorse and strongly support the recommendations that have emerged from Project ABC and commit that we will use the plan to inform our strategic direction going forward.

We will continue to be advocates and do our part to ensure the long-term vibrancy and sustainability of Arts and Culture in Summit County.

Sincerely,

Randy Barton
Egyptian Theatre

Alex Butwinski
PCSC Arts Council Board

Hadley Dynak
PCSC Arts Council

William F. Malone
Park City Chamber

Bill Rock
Park City Mountain

Bob Wheaton
Deer Valley Resort

Teri Orr
Park City Institute

Katie Wright
PC Community Foundation

Brian Richards
Mountain Town Music

Rob Slettom
PC Lodging Association

Mary Beth Maziarz
Singer-songwriter

Katie Stellpflug
Artique

Bob Richer
Former SC Commission
and PC Council

Betsy Wallace
Sundance Institute

Michael Scolamiero
Ballet West

Ginger Reis
PC Restaurant Association

Connie Nelson
Alf Engen Ski Museum

Katy Wang
Park City Film

Jory Macomber
Kimball Art Center

Kimberly Kuehn
Park Silly Sunday Market

Amy MacDonald
Brolly Arts

Maximo Ventura
Christian Center

Ted Hallsey
Arts Kids Inc.

Nan Gray
Park City Professional
Artists Association

Sandra Morrison
Park City Historical
Society and Museum

Leslie Harlow
PC Chamber
Music Society,
Beethoven Festival

Paul Mecham
Utah Symphony |
Utah Opera

Susan Meyer
PC Gallery Association

SUPPORTING DOCUMENTS

The Project ABC cultural plan is supported by additional documents that were created as part of this process. Each of these supporting documents can be found and downloaded at projectabcsc.com or through the direct links below.

STATE OF THE ARTS

Documenting the current State of the Arts in Summit County was an important part of the process in order to not only establish a baseline to track future progress, but also to highlight the significant value that Arts and Culture has on our health, well-being, economy, and overall quality of life. The assessment outlines the broad impact of Arts and Culture across four key areas: personal, community, economic, and public spending. The State of the Arts was created using a combination of findings from the Project ABC survey, workgroup sessions, Steering Committee meetings, stakeholder interviews, and a review of local economic data.

Link to State of the Arts assessment: projectabcsc.com/stateofthearts

STAKEHOLDER PROFILES

The Stakeholder Profiles represent the aggregate of what Project ABC data found about each key stakeholder group. These profiles were developed through a combination of survey responses, interviews, workgroup meetings, and one-on-one conversations. The profiles outline the values, needs, pains, and dreams of each stakeholder group. They do not represent the specific input of any single person or organization, but rather a combination of viewpoints and perspectives of people and organizations within each group. The profiles include data tables documenting survey responses by stakeholders.

Link to Stakeholder Profiles: projectabcsc.com/stakeholderprofiles

COMMUNITY BENCHMARKING

As part of Project ABC, eight communities were studied as benchmark sites. Each of these locations offered different lessons and insights about the future of Arts and Culture in Summit County and included: Ketchum, Idaho; Boise, Idaho; Ogden, Utah; Santa Fe, N.M.; Breckenridge, Colo.; Boulder, Colo.; Telluride, Colo.; and Asheville, N.C.

Communities were selected based on their fulfillment of one or more of the following criteria:

- Mountain or resort town,
- Comparable population size,
- Reputation for existing or up-and-coming Arts and Culture.

For each community, a range of topics were considered through a combination of Internet research, interviews with local community Arts and Culture leaders, and a review of Arts and Culture master plans or similar documents.

Link to Community Benchmarking: projectabcsc.com/communitybenchmarking

