

Stamford Arts and Culture Commission

Strategic Plan

Final Report

April 2021

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State of Connecticut's Office of the Arts
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and the City of Stamford.



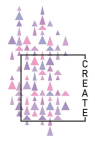
Department of Economic and
Community Development

Office Of The Arts



**CITY OF
STAMFORD**

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introduction

Create Today LLC was engaged to facilitate a Strategic Plan for the Stamford Arts and Culture Commission. The Commission had already taken tremendous efforts to craft the Core Values for this project. The goal of this project was to create the roadmap that would enable the City of Stamford to create a viable and sustainable future for arts and culture. This project started in January 2020 and concluded in Spring 2021.*

We believe cultural planning starts with listening, gives voice to community residents, builds on their collective creativity and wisdom, lifts up cultural assets, results in a process that is comprehensive and inclusive, and culminates in a needs-based, well-researched, and data-driven plan. We include artists, municipal leaders, designers, and culture-bearers in the crafting and implementation of planning; in the creation of physical structures and changes in the built environment; and the development of businesses and other enterprises that tap into community imagination.

It has been an honor to work with the City of Stamford and the Commission to create a plan that will strengthen, harmonize, and raise the profile of arts and culture throughout the city. This plan includes: an agreed upon vision for success for the Commission; leadership interviews; case studies of best practice communities from around the country that include information about impact, operating and capital investment levels, and programming, services and facilities that allow the case studies to be best practice; a program logic model that considers any new programming, responsibilities and priorities with regard to the resources required to sufficiently execute and sustain the plan into the future; and a community engagement meeting that will spark interest in the plan and set a precedent for ongoing community engagement meetings.

My sincere gratitude to the Arts and Culture Commission and City leadership for their dedication and commitment to this work and the success of the arts and culture sector in Stamford.

* It should be noted that this work took place during the COVID-19 pandemic and the American Racial Justice Movement. As the world springs back, it may be necessary to revisit assumptions and recommendations to ensure the work remains relevant, inclusive, and equitable.



Phase I: Listening

The Listening phase allowed the Commission and its constituency to share the vision for success for the community as it moves into the future. The role of the consultant was to review, listen, and provide thought-provoking questions during this phase.

A thorough background review included a complete analysis of all materials that were relevant to the project including recent studies and planning reports, financials (budgets and financial statements), program activity, staffing, and engagement/activity from the City of Stamford and/or Commission. This set the stage for the first workshop that was conducted to identify future goals and objectives for the Commission.

Ten years from now, what will you value?

The Commission considered what success would look like ten years from now from the perspective of an artist/arts organization, a visitor to Stamford, and a resident. The following images are the outcomes of that conversation and the ranking of each priority that was identified.

TEN YEARS FROM NOW...

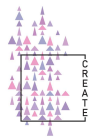
SUCCESS WORKSHOP: ARTIST/ARTS ORGANIZATION

What will you value? What will your experience be like?
What will be different? (Be specific)

Top three priorities:

- Sustainability of finances for arts & culture organizations (6 ranked as #1, #2 or #3)
- Increased audience/visitor/patron participation (5 ranked as #1, #2 or #3)
- More diversity of programming and organizations (4 ranked as #1, #2 or #3)





TEN YEARS FROM NOW...

SUCCESS WORKSHOP: VISITOR TO STAMFORD

What will you value? What will your experience be like?
What will be different? (Be specific)

Top three priorities:

- World-class city experience (4 ranked as #1, #2 or #3)
- Increased free and affordable arts and culture programming options (4 ranked as #1, #2 or #3)
- Less event driven programming and more continuous arts and culture programming (2 ranked as #1, #2 or #3)



TEN YEARS FROM NOW...

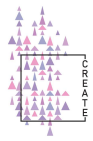
SUCCESS WORKSHOP: RESIDENT/HOMEOWNER IN STAMFORD

What will you value? What will your experience be like?
What will be different? (Be specific)

Top three priorities:

- Celebrating our reputation as a place known for a diverse community of artists creating a broad range of programming (4 ranked as #1, #2 or #3)
- Arts and culture in the public schools is nurtured and supported (4 ranked as #1, #2 or #3)
- Programs for multi-generational audiences (children, families, adults, seniors, etc.) (4 ranked as #1, #2 or #3)





Leadership Interviews

Interviews with key players in the community were conducted one-on-one to test the Core Values, communicate the issues that were identified in the listening phase, and delve more deeply into the needs of the City of Stamford. The data collected from these interviews has been reported out anonymously, which allows interviewees to respond candidly without the pressure of a larger community meeting setting or fear of offending or criticizing the existing structures and individuals. The interview list and protocol were developed with the Commission as part of the planning process.[†]

“The moment is incredibly ripe for communities like ours to leverage the assets we have and add to them – arts and culture being a major component of that – to make the case that Stamford offers the best of all worlds. And providing cultural amenities is a huge part of that. People who have come and gone because it was soulless; we need to convince the new folks to come and stay.”

The number one theme that came across consistently from all the interviewees was a desire for more collaboration in the Stamford arts and culture community. This could be in the areas of programming, fundraising, community engagement, municipal efforts to support the arts, and simply sharing resources when considering how to respond to the challenges of COVID and re-opening.

“We have such rich diversity of people and organizations all doing great things – if we were to come together intentionally to do that, there would be great opportunities. I am a proponent and a fan to do this. Folks here get along very well, we need to nurture that and bring it into the community, if we can harness what we all do so well and bring groups who are underrepresented together.”

This theme of collaboration speaks to the earnest desire for a sustainable community and strong local pride. Please see the Appendix for the full interview summary report, that includes additional comments and feedback from the community.

[Appendix 1: Interview protocol](#)

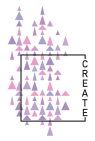
[Appendix 2: Interviewee list](#)

[Appendix 3: Leadership Interview summary report](#)

The Commission met to workshop about the results of the leadership interviews, and there were four focus areas that came to light to encourage collaboration:

1. Convenings
2. Diversity, Inclusion, Equity and Justice

[†]The list of stakeholders to be interviewed was generated through referrals and were conducted during a finite window. The Commission has been encouraged to continue the process of listening and engaging with the community.



3. Fundraising
4. Programming


These four focus areas became the pillars of the strategic plan. The next phase of work explored more deeply what the role of the Commission would be to nurture and foster collaboration around these focus areas, and what resources would be needed to accomplish these goals.

A second workshop was conducted for members of the Commission to take leadership roles in setting the future strategic direction for each focus area. Once a leadership role was established a subsequent conversation examined how the Commission could be successful in each area.

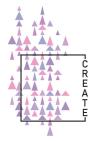
FOUR FOCUS AREAS

SETTING THE STRATEGIC DIRECTION

- Funding**
 - Elevating and formalizing the 1% for Art program
- Programming**
 - City-wide thematic concepts (like the library)
 - Public Art opportunities
- Convenings**
 - Regularly scheduled convenings that focus on a learning opportunity or a topic for broader discussion
- Diversity, Equity, Inclusion, Justice**
 - Re-evaluating the following practices through a DEI lens: the communication channels we use (website, newsletter, emails, etc.), grant applications, our level of participation in community events and community outreach, and what voices we include in our leadership and planning.



Appendix 4: Setting the Strategic Direction Workshop



Phase II: Learning

The Learning phase encourages us to learn from the broader community. This phase explored the needs of the sector and residents, as identified by the planning committee, in the context of other communities from around the country.

Case Studies

Based on the outcomes of the planning workshop in December, the following questions emerged for the case studies:

- What structures, systems, and policies helped to realize the envisioned future?
- How have they supported economic development at the same time as fostering the development of arts and cultural activities?
- What is most valued by their community and how do they measure success and impact?
- What does the competitive landscape look like in their community?
- How do best practice communities determine responsibilities and priorities regarding procurement and distribution of funds?
- What opportunities and challenges have they experienced working with a diverse population?

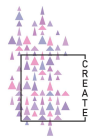
The consultants conducted primary and secondary research and prepared case studies that reflect feedback and best practice examples from around the country. This section only highlights the larger theme explored in the case studies. To review the full set of case studies that were completed, please refer to the Appendix.

Collaboration

Interviews were conducted with leadership from the National Endowment for the Arts, the National Association of Counties, and Americans for the Arts. The recommendations from these leaders, who have the benefit of larger viewpoint for the nation's arts and culture sector, was to strongly encourage connections and foster networks. This may require building connections and the climate that creates connectivity and breaks down feelings of competition. It is important to communicate that any collaborations do not compromise what is unique about each individual neighborhood or organization and to honor that each has an identity that gives them pride.

Please see the full case study report in the Appendix for more details on the different communities and programs that were explored as part of this project.

Appendix 5 Best Practice Case Studies



Phase III: Planning

Based on the information gathered in Phase II, the consultant worked with the Commission to build the roadmap to success for the City of Stamford. The Commission was engaged deeply in this phase to ensure that all the resources needed to realize the vision for success over the next five years were considered and incorporated into the plan.

Core Values

A presentation was prepared to socialize the definition of success, review the case studies, present any short- or long-term investment recommendations, in keeping with the various strategic initiatives, and recommend timelines for implementation. This workshop also focused on how the Commission plans to measure success. The revised core values for the Commission now provide clear metrics for success.

CITY OF STAMFORD ARTS & CULTURE COMMISSION

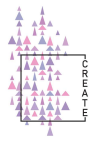
THE CORE VALUES - FINAL

1. Position the City of Stamford as a vibrant regional arts and cultural center.
2. Foster the development of arts and cultural activities for the City of Stamford that spark economic development and an increased sense of community and collaboration.
3. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population.
4. Advocate for increased access to funding and resources for arts and culture in Stamford.

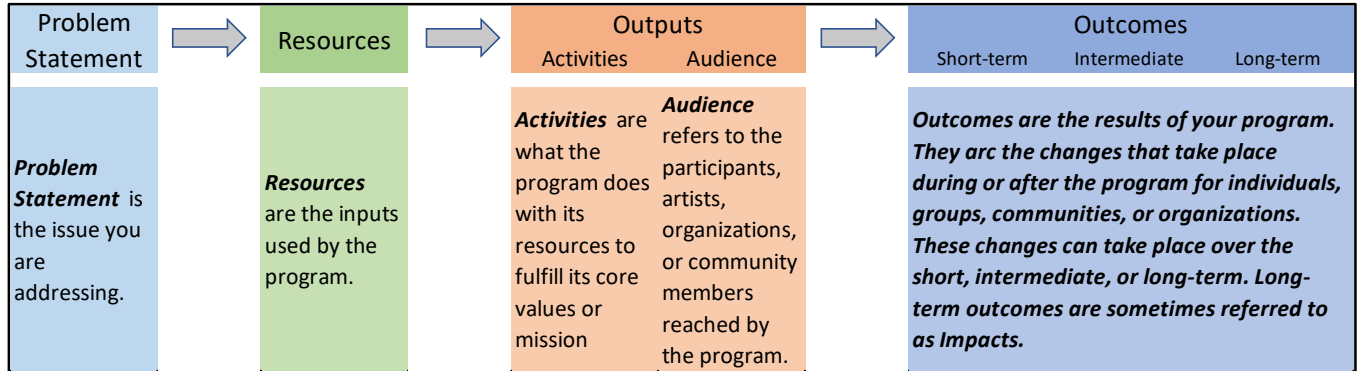


The Program Logic Model

In this final phase of the planning process, the consultant shifted to facilitator and the Commission took the lead in the development of a program logic model (PLM). A PLM is “a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.” (W.K. Kellogg Foundation 2004)

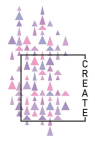


The PLM includes goals, objectives, strategies, tactics, and milestones for the Strategic Plan. This work uses a template to outline what the changes are, the timeline for implementing the changes, and the financial and human resources needed to accomplish these plans successfully.



The Commission worked individually within each focus area to identify the problem statements, resources, outputs, and outcomes based on the work completed in the strategic planning process and the core values for the Commission.

Appendix 6 Core Values and PLM Review



Phase IV: Ensuring Success

This last phase of the work explored the appropriate checkpoints to evaluate if the desired outcomes and milestones are attainable within the timeline explored and delivered the final roadmap to reach the vision of success for the Commission over the next five years.

The four focus areas for the Stamford Arts and Culture Commission are Convenings; Diversity, Equity, Inclusion, and Justice; Funding; and Programming. Each focus area includes specific areas of focus with the resources, outputs (activities and audience) and outcomes (short-term, intermediate, and long-term). Each focus area has dedicated committee chairs and community liaisons with specific tasks, responsibilities, and metrics to measure success by focus area.

The PLM is the roadmap for the Commission and should be revisited at each Commission meeting to examine the areas of focus and annually to be reviewed and revisited to test for relevancy, to reassess the required resources, and re-evaluate the desired outputs and outcomes.

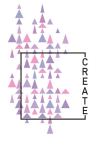
The full PLM can be found in the Appendix.

Appendix 7 Stamford ACC Strategic Plan Program Logic Model

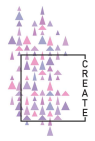
Community Engagement Meeting

A final community engagement meeting was held in April 2021 at the conclusion of the Stamford Arts & Culture (SAC) Grant award ceremony. The goal was to briefly share the plan with the community, which included socializing the definition for success, the four focus areas, and introducing the Arts & Culture Commissioners who would be leading each focus area. The Commission highlighted next steps and opportunities for the community to share their feedback.

The Mayor of Stamford promised to continue to advocate for additional funding and the Director of Development subsequently requested a set aside for “1% for Arts” from the \$49 million the City will receive from the American Rescue Plan Act. The \$490,000 would be allocated to the Stamford’s Arts and Culture Commission then allot the funds to arts and cultural organizations within the city.



appendix 1



leadership interview protocol

Create Today Consulting LLC has been engaged to facilitate a Strategic Plan for the Stamford Arts and Culture Commission. A Strategic Plan will identify the potential programming and community needs that will allow the City of Stamford to support its mission and vision for success of the arts and culture community into the future.

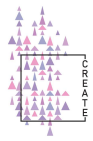
Leadership interviews help us to listen and learn how the arts and culture community is perceived and how the City's role is perceived. The data collected from these interviews is reported out anonymously and in aggregate form.

Name & Title _____

Organization _____

Date _____ Interviewed by _____

- **How do you define arts and culture? [if difficulty answering can probe with dance programs, theatre, outdoor concerts, library programs, open mic night, the Avon Theatre, etc.]**
- **How do you feel about arts and culture in the City of Stamford (pre-COVID)? [if difficulty answering can probe with] was it strong, average, struggling, weak, challenged?**
- **What are the developments in arts and culture that you are most proud of in Stamford over the last five years?**
- **In what ways has the City currently been successfully supporting, advocating for, and inspiring growth in the arts and culture community? [if difficulty answering can probe with CAP grant, line items in the capital budget, sponsorship money, % for public art, Economic Development Office, etc.]**



- **What changes have you noticed in your area (organization, field, or geographic)? How were you addressing these changes pre-COVID? Will your plans to address the changes be different post-COVID?**

- **What is your vision for arts and culture in Stamford in 2025? What does success look like?**

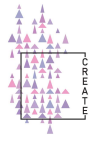
- **I would like to read you the Core Values as identified by the Stamford Arts and Culture Commission. As I am reading them, please think about how these resonate with you as an artist/resident/visitor/political leader/donor, etc. Are they exciting to you?**
 1. Position the City of Stamford as a world-class arts and cultural center.
 2. Foster the development of arts and cultural activities for the City of Stamford.
 3. Support economic development within the City of Stamford by promoting arts and culture.
 4. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population (e.g. socioeconomic, age, race, ethnicity, ability).
 5. Determine responsibilities and priorities regarding procurement and distribution of funds (as it relates to the City of Stamford Arts & Culture Commission charter.)

- **Would the Core Values make Stamford a more desirable place for you as a resident? An artist? An arts and culture organization? A visitor? A donor?**

- **What sources of funding do you think will create the most sustainable future for the arts and culture sector in Stamford? [if difficulty answering can probe with sources of contributed: City, State, private, foundations, corporate; or earned: ticket sales, entrance fees, membership, endowment interest, etc.]**

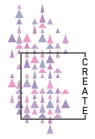
- **Are there programs, activities, and engagement opportunities in Stamford's arts and culture community that create a sense of inclusion and belonging for you? For everyone? Why or why not?**

- **Is there anything else you would like to share with us?**

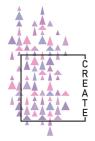


appendix 2

Status	Name	Role/Organization	Category	Priority Ranking	Votes	Contact Email	Contact Phone	Assistant
Completed	David Martin	Mayor of Stamford	Govt	1	6	dmartin@stamfordct.gov	203-977-4352	
Confirmed - no show, left vm	Dr. Tamu Lucero	Superintendent of Stamford Public Schools	Govt	2	6	tlucero@stamfordct.gov	203-977-4530	
Completed	Alice Knapp	Ferguson Library	Community	3	6	aknapp@fergusonlibrary.org	(203) 351-8200	
Completed	Guy Fortt	President of NAACP	Community	4	6	gfortt8284@gmail.com	(203)223-0549	
Left vm on 9/15, Emailed on 9/23	Jere Eaton	Mayor's Multicultural Council	Govt	5	5	jere@printabilitees.com	203-561-1250	
Declined	Bob and Pat Phillips	SPEF founder and Arts supporters	Community	6	5	Robmphil1@aol.com		
No response - emailed 2x, No VoiceMail	Juanita James	CEO of Fairfield Community Foundation	Foundation	7	5	jjames@fccfoundation.org	(203) 750-3200	203-249-7924
Completed	Polly O'Brien Morrow	Pitney Bowes	Corporate	8	5	polly.morrow@pb.com	(203) 351-6074	
Completed	David Kooris	Stamford Downtown	Community	9	4	david@stamford-downtown.com	(203) 348-5285	
Declined	Barbara Dalio	Bridgewater	Foundation	10	4	inquiries@daliophilanthropies.org	203.291.5000	
Emailed 10/1, No response - emailed 2x, emailed Val	Gloria Depina	Board of Representatives	Govt	11	3	gdepina@stamfordCT.gov/Gloria.depina	203-912-5462	203-353-9400
No response - emailed 2x, emailed Val	Raven Matherne	Board of Representatives	Govt	12	3	rmatherne@stamfordCT.gov	(203) 614-1742	
Completed	Richard Freedman	Board of Finance	Govt	13	3	rfreedman@stamfordct.gov		
No response - emailed 2x	Anka Badurina	Building 1 Community	Community	14	3	abadurina@building1community.org		
Declined, suggested Stuart Adelberg	Deborah Royce	Avon Theater & Royce Foundation	Foundation	15	3	deborah@roycemail.com		
Emailed 10/1	Tricia Hyacinth	Fund for Women and Girls	Foundation	16	3	thyacinth@fccfoundation.org	203 750 3200	
Completed	Stuart Adelberg	Director Avon Theatre	Community	17	2	sadelberg@avontheatre.org	203-661-0321	
Emailed 10/1	Kareem Adeeb	Interfaith Council	Community	18	2	info@interfaithcouncil.org		
Declined, asked ED Jeanne Melino	Alexandra Cohen	Point 72 Asset Management	Foundation	19	2	alex@steveandalex.org		
No response - emailed 2x	Vinnie Fusco	NBC	Corporate	20	2	vinnie.fusco@nbcuni.com	203-905-4017 / 917-374-0041 (mobile)	
Emailed & left vm on 9/15	Carl Kuehner	Building and Land Technology	Corporate	21	2	Carl@bltoffice.com	203-846-1900 x1571	
Confirmed - no show, left vm	George Boyce	State Farm Insurance	Corporate	22	2	george.boyce.ngfe@statefarm.com	203-588-9200	
Emailed on 9/22	Christopher Reindeau	Stamford Hospital Foundation	Corporate	23	2	CRiendeau@stamhealth.org		
Emailed on 9/22	Jonathon Winkle	Economic Development Commission/President of	Govt	24	1	Jon@stamfordpartnership.org		
Not available, declined	Heather Cavanaugh	Stamford Chamber of Commerce	Community	25	1	hcavanaugh@stamfordchamber.com	(203) 359-4761	
Emailed on 9/22	Frank Mercede	ADA and on the Board of Stamford Arts & Culture	Community	26	1	FJ@frankmercede.com	(203)943-5152	
Emailed on 10/1	Karen Kelly	First County Bank	Corporate	27	1	kkelly@firstcountybank.com	(203)462-4853	
Emailed on 9/22	Gerard Gasparino	ARI	Community		0	gasparinog@arict.org	(203) 324-9258 ext. 3023	
	Kathy Emmett	Emmett and Glander/Founder Franklin Street Works	Corporate		0	kemmett@stamfordct.gov	203-977-4082	
	Mark Aquilla	Board of Representatives	Govt		0	maquila@stamfordCT.gov	(203) 569-7037	
Emailed 10/1	Lisa Bennett	Corresponding Secretary, The Links Inc	Added		1	lisahbennett98@gmail.com		
Emailed on 9/23	Fernando Alvarez	rec by Polly Morrow, former gallery owner				info@alvarezgallery.com		
Emailed on 9/28	Russell Jones	CEO, Stamford Symphony	Community			rjones@stamfordsymphony.org	203-390-1407 office. 202-390-1038 cell	
Emailed on 9/28	Jillian Casey	Curator, Stamford Museum & Nature Center	Community			jcasey@stamfordmuseum.org	203-977-6543	
Confirmed, scheduled 10/8	Terri Smith	Former ED, Franklin Street Works	Community			tcamillesmith@gmail.com	203 253 0404	
Confirmed, scheduled 10/8	Bonnie Wattles	Former ED, Franklin Street Works				concurrent with Terri Smith		
Emailed, no response	Jeanne Melino	Point 72 Asset Management	Foundation					
Emailed on 10/1	Terrence Cheng	UCONN Stamford Director	UConn/education			terrence.cheng@uconn.edu	203-251-8510	
Emailed on 10/1	Ted Ferrarone	BLT				TFerrarone@harborpt.com	(203) 644-1584	



appendix 3



leadership interview summary

“The moment is incredibly ripe for communities like ours to leverage the assets we have and add to them – arts and culture being a major component of that – to make the case that Stamford offers the best of all worlds. And providing cultural amenities is a huge part of that. People who have come and gone because it was soulless; we need to convince the new folks to come and stay.”

The number one theme that came across consistently from all of the interviewees is a desire for more collaboration in the Stamford arts and culture community. This could be in the areas of programming, fundraising, community engagement, municipal efforts to support the arts, and simply sharing resources when considering how to respond to the challenges of COVID and re-opening.

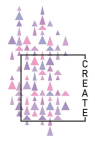
We have such rich diversity of people and organizations all doing great things – if we were to come together intentionally to do that, there would be great opportunities. I am a proponent and a fan to do this. Folks here get along very well, we need to nurture that and bring it into the community, if we can harness what we all do so well and bring groups who are underrepresented together.

This theme of collaboration speaks to the earnest desire for a sustainable community and strong local pride.

methodology

Leadership interviews help us to listen and learn how the arts and culture community is perceived, to test the Commission’s Core Values, and consider a future vision for arts and culture in Stamford. As part of the Listening Phase of strategic planning, an interview protocol was developed. The Commission selected and prioritized a list of over 40 possible interviewees. Twelve subjects agreed to be interviewed and gave their impressions of the City, the arts and culture community, the Commission’s Core Values, and other issues related to the health and vitality of arts and culture in Stamford. These interviews took place over a two-month period in October-November 2020, during the COVID-19 pandemic.

All the interviewees were pleased to have been included in the study and gave ideas and input generously. Italicized language are direct quotes from participants.



stamford's arts & culture identity

There is a strong sense of local pride in the arts and cultural organizations that are based in Stamford. Some respondents were quick to list the programs and organizations that they support, have awareness about, and are proud of in the City.

Stamford has an arts community that is rooted in local art, whether dance or music or theater. There are robust art events – art walk, statues, many many local arts organizations. Stamford is not a part of the regional or national arts scene [but] we are so blessed! We have the Palace, Ballet School, two different arts organizations [the Museum and the Palace], Curtain Call, etc.

I see a vibrant arts & culture community that does a lot of really good things – and is well-supported. We are not some community that is lacking – it's there and well-supported. We have a local presence, and the quality is there.

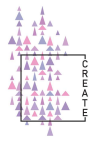
This same focus on local programs and organizations was also seen as a challenge to some respondents who struggle to pinpoint an identity for Stamford. All of the respondents mentioned that it is a bedroom community of Manhattan and that this proximity is a challenge for creating a brand that attracts patrons, donors, and programming content.

I think it is kind of like a tale of two cities – a dichotomy of two ends of the spectrum. It's hard for me to not speak relatively to other communities of relative scale – on the one hand we have atypically strong institutions (Ferguson, River, Museum and Nature Center, Palace) established institutions with support that make other communities jealous. But we are not known for the strength of the “scene” communities with less power have, that could be thought of as artsy with robust culture. Our biggest challenge is that newcomers think we are soulless, corporate, and cold. [There are] many who came here for a job and left because they felt it didn't have any culture or character.

collaboration

Collaboration is a theme that was discussed across all topics and categories in the interviews. It is interwoven into the sections that follow, but it was so prevalent that it needed its own section as well. Several respondents discussed a lack of collaboration as a weakness in the Stamford arts and culture community that is having a negative impact on overall perception and vitality.

I would say that there is a good amount of arts and culture [however] I feel like arts and culture is not a community. I feel like we each do our discipline – film, theatre, the Palace, Curtain Call, dance companies, cultural organizations, etc. – we don't see ourselves as a community. We don't



look to partner, we don't assemble together to "create better, more than what we do individually, not competing with each other." There's lots to do – you can find what you want to do/see here, there's history, community theater, dance opportunities, cultural things with different ethnicities, music groups, symphony – it exists but in a disjointed fashion.

Some respondents blame the City leadership for this lack of collaboration and feel that there are some opportunities there that could support a more cohesive arts and culture sector. There is a sense that the City could take a leadership position in creating a more open dialogue across all areas of City management.

Don't know that they coalesce enough around arts and culture in particular to create a whole that is greater than the sum of its parts. Highlights a challenge for the City, they don't do a great job of stakeholder engagement and bringing voices into the conversation. They may through things like the Commission, but to be successful requires breaking down the silos and making the different constituencies talk with one another and listen to each other. You can only highlight the points of conflict and synergy when they are talking with one another. Arts and culture cannot be divorced from the conversation around parks and open space, economic development, etc.

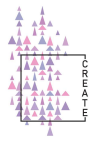
Some respondents blamed the low level of financial support that the City provides to the arts and cultural sector. However, there is consensus that there is likely not additional money available to increase the pool of resources the City has available to support arts and culture. There is also a sense that the Downtown Special Services District (DSSD) creates a focus on downtown Stamford. This focus is perceived as overlooking other areas of the City, including the neighborhood that is home to the Stamford Museum and Science Center and neighborhoods that are economically challenged.

[I] don't understand the turf war between the south side and downtown. It is hard to get cohesive support and attendance when there is this divided small community – they work so hard to stay separate.

There is a psychological difference between downtown Stamford and what goes on [in other parts of the City]. [There are neighborhoods that] tend to get overlooked by the City in how the Mayor talks about economic drivers and key cultural organizations because [they are] not in the charter for the DSSD... we would be better as a city if we promoted all of our organizations! [There is] no cohesive banner for the whole City.

vision of success

The vision of success focused on two primary themes – sustainability and collaboration – and the connection between these two themes. There is a strong belief that with greater collaboration in the arts and culture community, there will be greater sustainability for the entire sector. Some respondents talked about the



opportunity to gather the arts and cultural leaders in the community on a periodic basis to talk about specific shared concerns or topics in a roundtable format. Several respondents discussed cross-programming or thematic opportunities that would drive attendance and interest to all the events in town (e.g. Symphony performance at the Museum, a play performed by a local theater company that has a film that could be screened at the Avon, etc.).

I would want to see a strong group of organizations doing well – not a bunch of organizations that are scraping by around the edges. Find what you do well and your signatures – how does this complement the other organizations that are at the top of their game?

Would love to see the arts and culture community come together more, through a coordinated effort. That we are supporting each other, in coordination! Not about competing, more about “there’s so much to do here.” To be more representative with our audiences – age, race, socioeconomic, etc. I think Stamford is better at cooperative collective social justice action together and coming together when necessary, but then we go back to our own worlds.

We have amazing resources in Stamford – across all of them they are all competing for the same resources with messaging and options with things that they can do. There is so much going on, it’s hard to know what’s going on. Could they collaborate more?

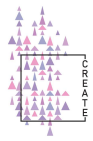
Several respondents celebrated the positive impact of the DSSD to bring a focused level of activity into the downtown area and believe that there is an opportunity for encouraging collaboration and investment across the entire City of Stamford.

See the efforts of the DSSD – bringing concerts and other types of programming to the community. They are focused on this as a way to get people to come to Stamford and get them to go to restaurants. Amongst all of the other competing interests – perhaps this [Arts and Culture] Commission was started to share resources and not compete with their peers as much. Encourage collaboration!

Yes, support economic development – that’s the bottom line! However, when we say that I would also like to see that influence inside some of the economic stricken areas around the inner city and the vulnerable neighborhoods.

Others stated more directly that the Commission needs to take a leadership role in creating the space for the arts and culture community to convene, come together, share resources, and learn from one another.

There are no roundtables, quarterly meetings and it should be a not-to-miss meeting! It’s another meeting on the calendar but I would show up and would love to do it. That would be a start – that would allow us to meet more regularly. If we agree to this agenda, there’s more we



can do. Need a resource – [the Commission] to pull this together – needs a dynamic leader to herd the arts cats together!

core values

All of the people in the functional areas of the art world are not in line with these values. Hoping the Arts & Culture Commission can advance these values and really embrace these values in a strategic plan.

Interviewees were asked if the Core Values, as identified by the Stamford Arts and Culture Commission, were exciting and resonated with them as an artist/resident/visitor/political leader/donor, etc.

1. Position the City of Stamford as a world-class arts and cultural center.
2. Foster the development of arts and cultural activities for the City of Stamford.
3. Support economic development within the City of Stamford by promoting arts and culture.
4. Collaborate on a purposeful approach for the inclusion of Stamford’s diverse population (e.g. socioeconomic, age, race, ethnicity, ability).
5. Determine responsibilities and priorities regarding procurement and distribution of funds (as it relates to the City of Stamford Arts & Culture Commission charter.)

Overall, respondents found the core values, taken together, would make Stamford a more desirable place for them. There was excitement to see how the Arts and Culture Commission would execute on these values.

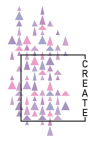
On the whole, very good. What you would expect. What matters are the strategies underneath them and the deliverables that will make them work and the resources needed to make them work.

I want the Arts and Culture Commission to come up with an achievable mission that the community supports, and we can get done. People who have a vision to come together and get to that vision and improve the quality of life and enrich us – I do not know what that is!

You want to live in a community that is safe, has things to do, has diversity. To show that it is well-rounded – a nice apartment and things to have as an outlet as a resident. To enjoy music, theater, art, etc. Bodes well for the city [and] for the commission to continue to exist and support these core values.

The words “world-class” sparked many comments.

Get nervous when people start banding around “world-class” – we can’t all be world-class. It’s very subjective phrase – a lot of places consider themselves world class and I think it is inhospitable. I think it is about QUALITY – not sure what world-class means in Stamford.



That's overly ambitious – would settle for best in region. Maybe that's aspirational, NY is world class, we are not going to be world-class. We could be a regional center, that would be good enough for me.

My gut reaction to that is the term “world class” – know why it is there and I buy into that aspiration, I also have a negative reaction to it based on our relationship to NYC. How could we be world-class in relationship to NY? How about the highest caliber, top quality with regional significance – something that has aspiration but recognizing that we are inevitably of a different tier relative to NY, within the global context.

That's too big! Are we really going to be a world-class cultural center?

There was also concern that the arts and culture community should not be overshadowed by economic development.

I know that arts and culture foster economic development, I am concerned that means you are not supporting it if it doesn't go your way right away – pulling out too soon. That's my one concern – I believe arts and culture is what makes a strong and vibrant community.

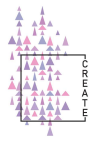
Don't care about Economic Development – more of an internal goal that is a by-product. To inspire, delight, intellectual stimulation, passion, etc.

funding opportunities

From donors to municipal leaders to arts and culture organizations there was one message that came through loud and clear – we need to see more collaboration amongst the arts and cultural community in order to achieve greater funding possibilities.

More collaboration so you aren't all building infrastructure to support one, rather build to support a number of programs and initiatives. Grow an asset with planned giving.

*In some ways [City funding] is critically important. The biggest challenge is corporate, and philanthropic funding is a constant mining excavation. Every time you think there is long term stability, they disappear, and you need to backfill. With so many great companies, the challenge for the City is galvanizing them to support this economic development engine. I don't think the City is leading the business community to the good they can do – **we are all scrambling to get funding.***



If we could work together more, there are even more opportunities if we **create a system of collaborative culture**. [We are] competing instead of supporting each other. Stamford has relied on corporate funding, but that is going away, and we need to stop crying about that and move on.

We are close – we should be able to **encourage more togetherness and partner with other organizations** and spread the resources around.

Pool our resources and collaborate! All the arts in [another City] merged their corporate fundraising departments so they were not competing with one another and all trying to get little pots of money, they pooled resources and made joint proposals to corporate and with some success! Selling a much bigger project and all benefitted. Would like to talk with my colleagues about that – we share donors, sponsors, so let's get a bigger bang for our buck!

inclusivity and belonging

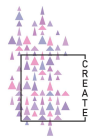
Without arts and culture, we don't have diversity. We don't have a culturalism about us that creates a unique experience with a conglomeration of people working together to create something – performance, painting, entertainment. It is extremely important for the development of the person – brings a universal vibe to where all people can be involved and be together.

The last question that was asked of every interviewee related to inclusivity and belonging. Respondents were asked if there are programs, activities, and engagement opportunities in Stamford's arts and culture community that create a sense of inclusion and belonging for everyone. Curtain Call, Alive at Five and Art Walk were all praised for the high level of attendance, but respondents feel the audiences are very homogenous and represent a mostly White demographic that is not representative of the City as a whole.

I don't think there is a lens to racial/socioeconomic diversity and there are no activities that are inclusive. Mostly white, affluent women are largely responsible for programming the activities. There are individual institutions that may be diverse – that are tackling diversity. City-wide events like art walk, Alive at Five are not a diverse point of view. The arts scene is very dated – they don't want to take any risks because they are thinking about the bottom line. I fault leadership, but also think it is a function of the palette of the Stamford community. Those who are sophisticated, leave and go to New York, the Aldrich [Museum], etc.

I think there are a lot of organizations out there that create and will create the opening of that door, but in order for it to be open you have to have financing. There are a lot of talented kids in the inner city ALSO, but if there isn't scholarship money available then there is no opportunity.

There are people who are new to the country/community who are really on the margins and if we want to be inclusive, we need to be building one community in creating this arts and cultural center.



May not even know what is available here – Project Music, InTempo, for example – who reach out to those who don’t have the opportunity/resources. That all-encompassing inclusivity is there – bubbling of good things coming up but need to be more intentional to get it across the whole community.

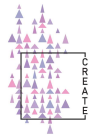
That’s tough. I think there are some of that – our holiday parade is one of them that is very effective at crossing geographic, ethnic, racial, socioeconomic boundaries. Despite being geographically small, we tend to get myopic within our neighborhood or other cultural affiliations. I don’t know that we have identified super-successfully the handful of events or initiatives that are cross-cutting.

No, everything up to the words “for everyone.” That’s where we struggle, and it is not for lack of content or mix of content – it is the participation rate in arts and culture is abysmally low. Is it lower than other communities? Can they afford to see Lewis Black perform at the Palace? There are free performances, and we have an audience of 60-70 people in a community of 130,000. Can’t compete with Lincoln Center and Broadway, but we have quality stuff and people don’t connect with it.

interview participants

Name	Role/Organization
David Martin	Mayor of Stamford
Alice Knapp	Ferguson Library
Guy Fortt	Stamford NAACP
Polly O’Brien Morrow	Pitney Bowes
David Kooris	Stamford Downtown
Richard Freedman	Stamford Board of Finance
Stuart Adelberg	Avon Theatre
Karen Kelly	First County Bank
Russell Jones	Stamford Symphony
Terri Smith*	Franklin Street Works
Bonnie Wattles*	Franklin Street Works
Melissa Mulrooney	Stamford Museum & Nature Center

* These interviews were conducted simultaneously.



appendix 4



STRATEGIC PLAN FOR THE STAMFORD ARTS AND CULTURE COMMISSION

Strategic Direction, Take 2
December 2020



Checking in.



STRATEGIC PLAN SCOPE OUTLINE

WORKPLAN FOR THE PROJECT



Setting the Strategic Direction



REVISITING: THEMES FROM THE LEADERSHIP INTERVIEWS

SETTING THE STRATEGIC DIRECTION: COLLABORATION

*“I feel like **arts and culture is not a community**...We don’t look to partner, we don’t assemble together to ‘create better, more than what we do individually, not competing with each other.’”*

*“If we could work together more, there are even more opportunities if **we create a system of collaborative culture**.”*

*“We are close – **we should be able to encourage more togetherness and partner** with other organizations and spread the resources around.”*

*I want the Arts and Culture Commission to come up with an achievable mission that the community supports, and we can get done. **People who have a vision to come together** and get to that vision and improve the quality of life and enrich us...*

*“Need a resource – [the Commission] to pull this together – needs a dynamic leader to **herd the arts cats together!**”*

CITY OF STAMFORD ARTS & CULTURE COMMISSION

SETTING THE STRATEGIC DIRECTION: ROLES

Which of the themes resonates most fully with you, personally?

- Programming
- Funding
- Convenings
- Diversity, Equity, Inclusion, Justice

What leadership role do you see for yourself, as it relates to the four themes, in the future strategic direction for the Commission?

- Committee Chair
- Community Liaison
- Convening Facilitator
- Funder



**S T A M F O R D
A R T S & C U L T U R E
C O M M I S S I O N**

FOSTERING THE PERFORMING, VISUAL, & CULTURAL ARTS

THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: BEST PRACTICE CASE STUDIES

Funding

Lynne & Angie – Committee Co-Chairs

- Elevating and formalizing the 1% for Art program
 - Expand to all construction in the City of Stamford?
 - Can the 1% be at the discretion of the Commission?
 - More transparency around the construction costs
- Public art opportunities
- Entertainment tax on for profits (movie theaters, hotels, rental cars, etc.)
- Donation request in the tax bills in July?
- Restaurants include a request for donation on the bill in the Spring?
- \$100K to remain in the budget, possible additional funds for SAC?
- State legislators convo re the future create a designated line-item in the budget for A&C in Stamford



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: BEST PRACTICE CASE STUDIES

Programming

Lou & Mike – Committee Co-chairs

- Work with convening committee to get consensus from the community on what they would like to see – both A&C and greater community, focus groups with the greater community and the second cohort of interview subjects
- Tap into historical figures/prominent residents (Benny Goodman, Ralph McDonald, etc.) from Stamford's history
- BLM movement theme
- “First Night” in Stamford concept – family-friendly event across the country for NYE
- City-wide thematic concepts (similar to the library)



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: BEST PRACTICE CASE STUDIES

Convenings

Lisa & Marti – Committee Co-chairs

- Sharing information about the Commission and the Strategic Planning process
- Providing technical assistance with the granting process (e.g. fiduciary connections)
- Updating the email list, looking to find and meet new organizations/artists
- Sharing the leadership interview questions and learning from a broader voice in the community
- Informal meetings were at the start and could be expanded to an authentic list for the community
- What topics are of interest? What is important to the community?
- Encouraging collaboration and communication through meeting
- Regularly scheduled convenings that focus on a learning opportunity or a topic for broader discussion



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: BEST PRACTICE CASE STUDIES

Diversity, Equity, Inclusion, Justice

Val & Jenny – Committee Chair/s

Val – Community Liaison

- Invoke greater collaboration and communication in the community
- Paired with commission member who may yield greater success in generating broader participation in our conversations and strategic planning
- Connected with all the committees of the Commission (programming, convening, funding) to ensure there is a focus on DEIJ in all of our initiatives
- Increasing awareness and participation in our granting process
- Convenings need to reach into communities and we need to do our due diligence to grow our awareness and reach into the community
- Re-evaluating the following practices through a DEIJ lens: the communication channels we use (website, newsletter, emails, etc.), grant applications, our level of participation in community events and community outreach, and what voices we include in our leadership and planning.

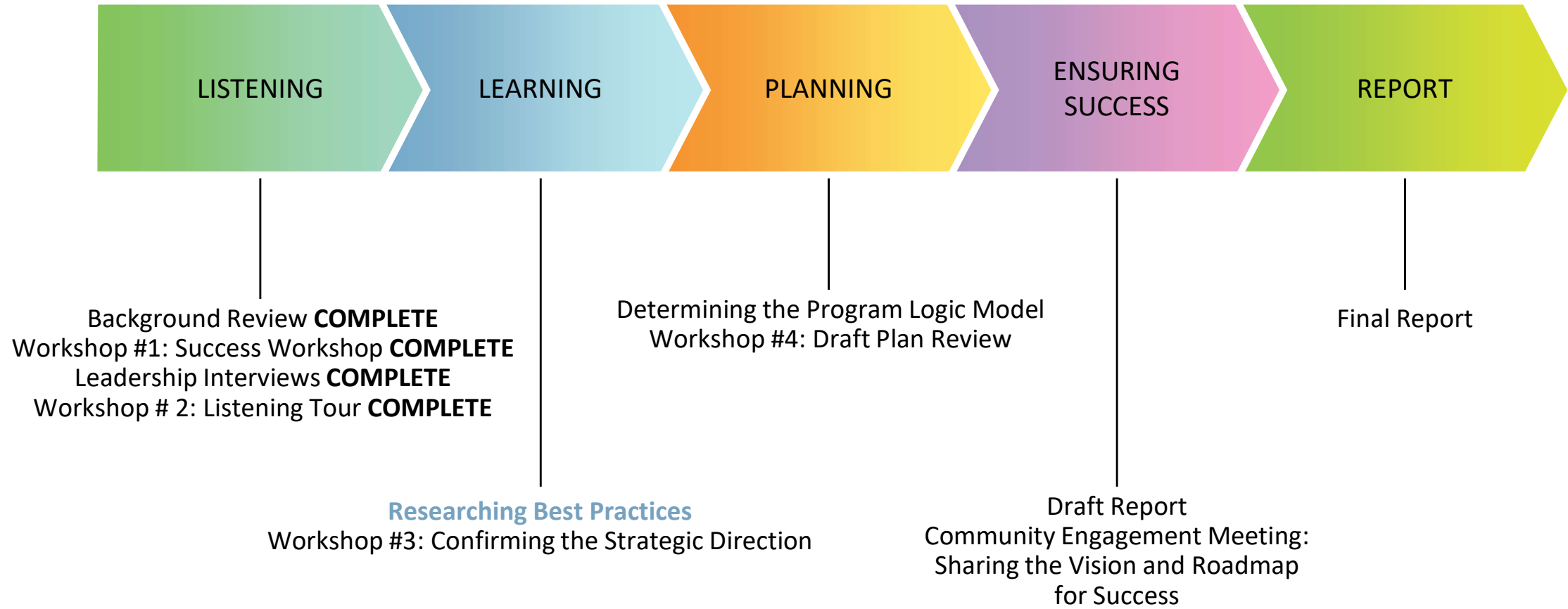


Next Steps



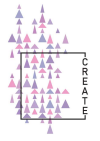
STRATEGIC PLAN SCOPE OUTLINE

WORKPLAN FOR THE PROJECT



Thank you!





appendix 5



STAMFORD ARTS & CULTURE COMMISSION

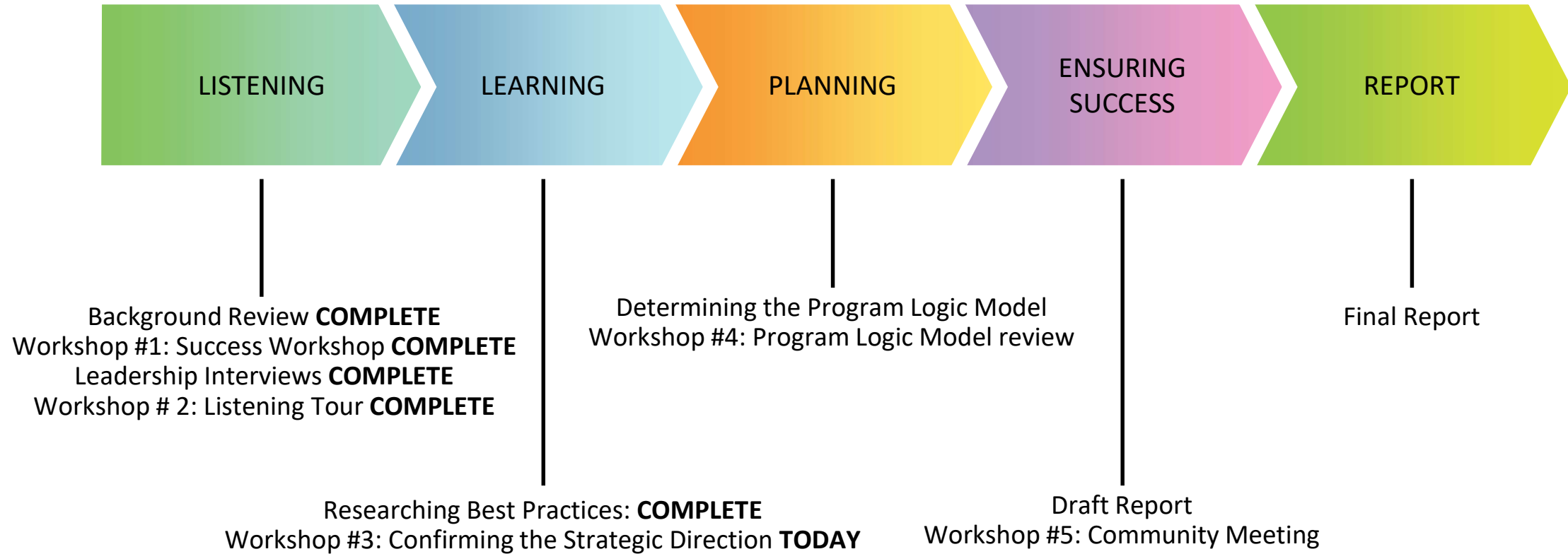
Success Metrics & Case Studies

February 2021



STRATEGIC PLAN SCOPE OUTLINE

REVISED WORKPLAN FOR THE PROJECT



Review



REVISITING: THEMES FROM THE LEADERSHIP INTERVIEWS

SETTING THE STRATEGIC DIRECTION: COLLABORATION

*“I feel like **arts and culture is not a community**...We don’t look to partner, we don’t assemble together to ‘create better, more than what we do individually, not competing with each other.’”*

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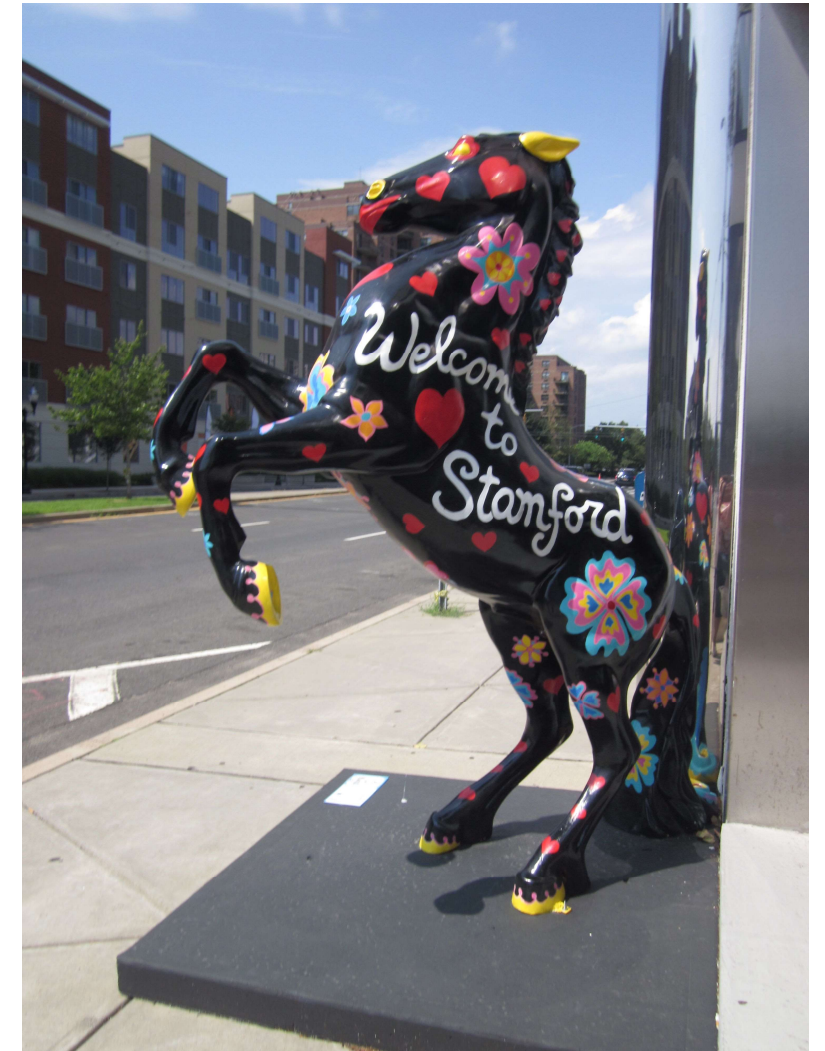
*I want the Arts and Culture Commission to come up with an achievable mission that the community supports, and we can get done. **People who have a vision to come together** and get to that vision and improve the quality of life and enrich us...*

*“Need a resource – [the Commission] to pull this together – needs a dynamic leader to **herd the arts cats together!**”*

REVISITING: VISION OF SUCCESS

CONFIRMING THE CORE VALUES

1. Position the City of Stamford as a world-class arts and cultural center.
2. Foster the development of arts and cultural activities for the City of Stamford.
3. Support economic development within the City of Stamford by promoting arts and culture.
4. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population.
5. Determine responsibilities and priorities regarding procurement and distribution of funds (as it relates to the City of Stamford Arts & Culture Commission charter.)



REVISITING: THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION

Funding

- Elevating and formalizing the 1% for Art program
- Grant program

Programming

- City-wide thematic concepts (similar to the library)
- Public Art opportunities

Convenings

- Regularly scheduled convenings that focus on a learning opportunity or a topic for broader discussion

Diversity, Equity, Inclusion, Justice

- Re-evaluating the following practices through a DEIJ lens: the communication channels we use (website, newsletter, emails, etc.), grant applications, our level of participation in community events and community outreach, and what voices we include in our leadership and planning.



Case Studies: Encouraging Collaboration

CASE STUDIES

SOME NOTES & THOUGHTS

- Case studies were selected on their level of diversity and best practice; these are not intended to be “sister cities”
- Budgets and municipal support are to provide context
- Learnings can be for advocacy work and scalable opportunities for further exploration
- *What can we learn from the case studies?*
- *What could work in Stamford?*



- Opportunities**: Check out local and regional opportunities! Including calls for entry, grants for artists and organizations and more!
- Arts & Culture Links**: Links to advocacy and support organizations, county arts councils, arts and entertainment districts, and access to tools and equipment.
- Research & Reports**: A guide to various polls, surveys, research, and data on arts-related issues local, regional, and national. Includes statistics: \$2.7 billion in arts-related economic activity, 7.7 million people attended arts events, 4.8 million jobs supported, and \$3.2 billion in economic impact.
- Advocacy & Action**: GBCA works closely with Maryland Citizens for The Arts to facilitate Arts Advocacy efforts.



ENCOURAGING COLLABORATION

EXAMPLES FROM LEADERSHIP IN THE FIELD

- ***How you serve and activate is unique.** If the Commission has capacity, they could look to see how to aggregate data on behalf of the organizations in the community.*
- *You have to build infrastructure to create connectivity and break down feelings of competition – **build it from the beginning so it conveys openness and a collaborative spirit.***
- *The more people who participate, the better the system works. **Okay, we are going to intentionally support you as a group and the answer can't be more money!***
- *A lot of our model is around peer exchange and **we have learned that often they just don't know what is going on in the community.** Giving them this opportunity to talk is really informative.*
- *Provide **incentives for them to work together** to get technical assistance that the Commission funds/spearheads. This has had a pretty good success rate.”*

ENCOURAGING COLLABORATION: PROGRAMMING

GREATER BALTIMORE CULTURAL ALLIANCE: BAKER ARTIST PORTFOLIOS AND AWARDS

GBCA's goals are to connect artists and organizations to one another and to vital resources through funding, technical assistance, and convening opportunities.

They advocate for the health, visibility, and financial strength of the sector with communications and other strategies that result in public and private support.

GBCA is a membership and service organization for arts, culture, history, heritage organizations, and attractions, as well as universities and colleges and individual artists.

JobsPlus
JobsPlus lists all of the latest opportunities—including jobs, calls for artists, auditions, workshops, and more—in the Greater Baltimore cultural community. [GO >](#)

Culture Fly: Cultural Events Calendar
GBCA has hosted Baltimore's comprehensive city-wide cultural events calendar since 2004. Search our dynamic, free, online tool for events happening in the region...or add your own events. [GO >](#)

Urban Arts Leadership
Through **Urban Arts Leadership**, GBCA provides tools, techniques, and information of critical importance to the professional development of arts administrators of color. [GO >](#)

Baker Artist Portfolios and Awards
The Greater Baltimore Cultural Alliance provides financial support to Individual Artists through the **Baker Artist Portfolios and Awards**. [GO >](#)

SpaceFinder Baltimore
Need space to make or show your art? Have space to rent? SpaceFinder Baltimore connects artists and venues in one easy database. [GO >](#)

Capacity Building
GBCA Capacity Building efforts include collaboration with **Partners for Sacred Spaces**. [GO >](#)

ENCOURAGING COLLABORATION: PROGRAMMING

GREATER BALTIMORE CULTURAL ALLIANCE: BAKER ARTIST PORTFOLIOS AND AWARDS

The Baker Artist Portfolios were created to support artists and promote Greater Baltimore as a strong creative community.

The online portfolios are open to artists working in all disciplines who live and work in Baltimore City and its five surrounding counties.

The portfolios expose area artists' work to regional, national and international audiences.



ENCOURAGING COLLABORATION: PUBLIC ART

SAINT LOUIS, MISSOURI / MERIDITH MCKINLEY WITH VIA PARTNERSHIP

- The **Downtown STL Public Art Initiative** is leading the charge to bring more public art to Downtown.
- The Initiative represents the action phase of the Downtown STL Public Art Plan, which was developed through a yearlong process that engaged Downtown residents, workers, visitors, organizations, elected officials, developers, and businesses to present a shared vision and practical strategies for how public art can serve as a critical tool in Downtown's ongoing transformation and resurgence.



ENCOURAGING COLLABORATION: PUBLIC ART

SAINT LOUIS, MISSOURI / MERIDITH MCKINLEY WITH VIA PARTNERSHIP

- **InSITE 2020** invites artists to share and develop ideas for site-specific, temporary public artworks that they would like to create in the Downtown St. Louis core.
- The competition allowed the artist to set their own budget up to \$30K – most proposals came in between \$10-\$30K. Overall budget was \$100K for the five projects.
- Open call through the artists networks online (Facebook, listservs, etc.), printed postcards distributed throughout arts organizations throughout the community, and some artist buildings in town that were papered.



ENCOURAGING COLLABORATION: PUBLIC ART

DENVER, COLORADO / MICHAEL CHAVEZ, PUBLIC ART PROGRAM MANAGER DENVER ARTS & VENUES

- **1% for Art** is funded through 1% of capital improvement public projects in the City of Denver that are over \$1MM.
- Money raised has to be spent in a one-mile radius of the original capital project. It is possible to combine budgets if there are two projects within the same one-mile radius.
- The City demonstrates that there is going to be public art where they do capital improvements – but this results in some “cultural deserts.”



ENCOURAGING COLLABORATION: DEIJ

DENVER, COLORADO / MICHAEL CHAVEZ, PUBLIC ART PROGRAM MANAGER DENVER ARTS & VENUES

“Success for me would be increasing diversity in the artists we are working with in the program. We started offering workshops on how to apply for public art, how to put together a great proposal, a “what to expect when you are expecting a public art project” manual. Offered it last year and again this year – have had over 100+ people who attend these but only a small percentage of people end up applying.”



ENCOURAGING COLLABORATION: DEIJ

DENVER, COLORADO / MICHAEL CHAVEZ, PUBLIC ART PROGRAM MANAGER DENVER ARTS & VENUES

“We offer a public art boot camp for artists on the cusp who are serious but haven’t gotten that break. There will be a weekend intensive of training and we will choose 30 of those artists, out of those, three artists will be selected to create their projects and they will get a public art commission of \$150K+. We will probably make decisions based on EDI criteria to ensure there is a range of artists in the group. (Credit to Seattle for this concept!)”



ENCOURAGING COLLABORATION: DEIJ

LOS ANGELES, CALIFORNIA / JASON FOSTER, DESTINATION CRENSHAW

- *“I believe that it is truly going to be the model of how we can have community be a part of change, because change is a constant and we have to allow community to participate in a process.*
- *The groundbreaking we just had included 2000 people who came – canvassed for this event to share what was happening. Not just suits and hard hats for a photo. It was a community groundbreaking with artists from the neighborhood, vendors from the neighborhood.*
- *Very intentional about how we modeled what this would be for the neighborhood going forward.”*



ENCOURAGING COLLABORATION: DEIJ

LOS ANGELES, CALIFORNIA / JASON FOSTER, DESTINATION CRENSHAW

- *“How do we anchor the community? It is place-keeping.*
- *The art does that – it’s more than a museum. More than 100 public art commissions and a high majority it will be their first art commission ever. Catalyzing a whole class of LA artists to land more art commissions and make a career out of it.*
- *There was an open call for artists to submit RFPs, several events that have been held to court artists from Los Angeles and through the phone banking and canvassing asked if they are interested in working in construction and/or doing art.”*



Setting the Strategic Direction



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: CORE VALUES

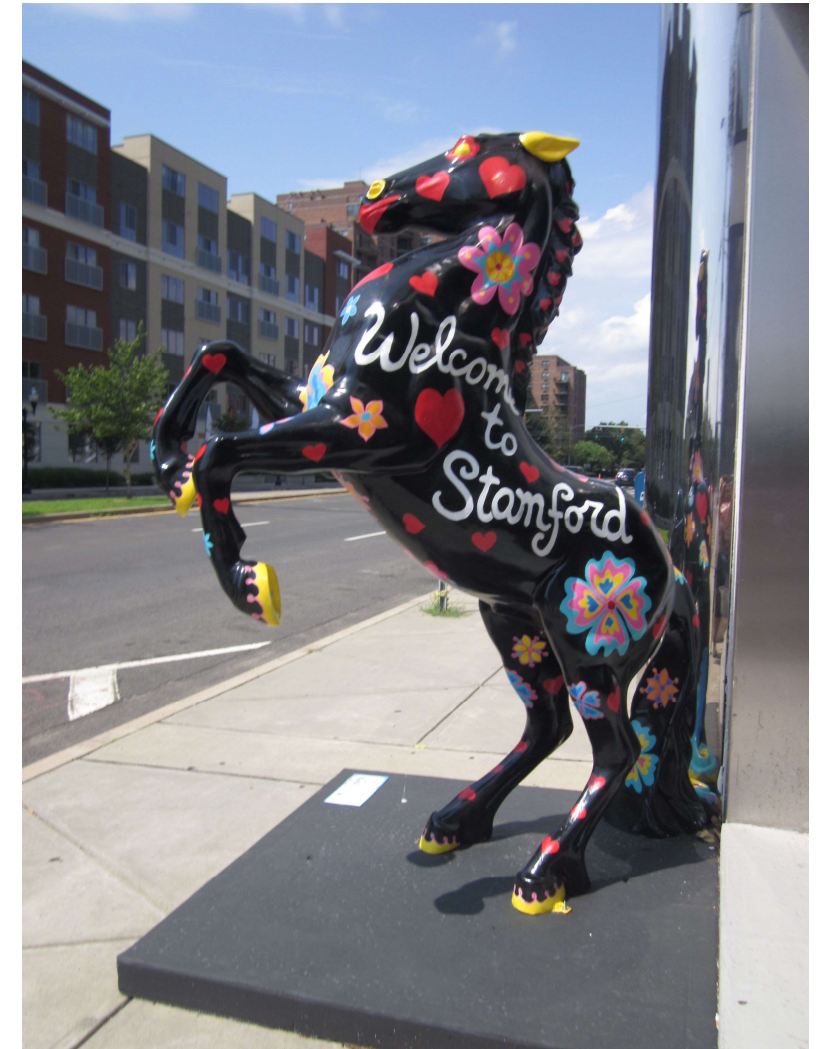
- **Funding**
- **Programming**
- **Convenings**
- **Diversity, Equity, Inclusion, Justice**



CITY OF STAMFORD ARTS & CULTURE COMMISSION

CONFIRMING THE CORE VALUES – ARE THESE RIGHT?

1. Position the City of Stamford as an **world-class** arts and cultural center **for the region**. (programming)
2. Foster the development of arts and cultural activities for the City of Stamford. (programming)
3. Support **economic development arts and culture** within the City of Stamford by promoting an increased **sense of community and collaboration arts and culture**. (convenings)
4. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population. (DEIJ)
5. **Advocate for increased access to funding and resources for arts and culture in Stamford. ~~Determine responsibilities and priorities regarding procurement and distribution of funds (as it relates to the City of Stamford Arts & Culture Commission charter.)~~** (funding)



CITY OF STAMFORD ARTS & CULTURE COMMISSION

CONFIRMING THE CORE VALUES – ARE THESE RIGHT?

1. Position the City of Stamford as an arts and cultural center for the region.
1. Foster the development of arts and cultural activities for the City of Stamford.
2. Support arts and culture within the City of Stamford by promoting an increased sense of community and collaboration.
3. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population.
4. Advocate for increased access to funding and resources for arts and culture in Stamford.



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: PROGRAM LOGIC MODEL

Funding

- Elevating and formalizing the 1% for Art program
- Public Art opportunities

Programming

- City-wide thematic concepts (similar to the library)

Convenings

- Regularly scheduled convenings that focus on a learning opportunity or a topic for broader discussion

Diversity, Equity, Inclusion, Justice

- Re-evaluating the following practices through a DEIJ lens: the communication channels we use (website, newsletter, emails, etc.), grant applications, our level of participation in community events and community outreach, and what voices we include in our leadership and planning.



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: PROGRAM LOGIC MODEL

Funding

Lynne & Angie – Committee Co-Chairs

What are our goals? What resources do we need? What is our timeline?

- Elevating and formalizing the 1% for Art program
 - Expand to all construction in the City of Stamford?
 - Can the 1% be at the discretion of the Commission?
 - More transparency around the construction costs
- Public art opportunities
- Entertainment tax on for profits (movie theaters, hotels, rental cars, etc.)
- Donation request in the tax bills in July?
- Restaurants include a request for donation on the bill in the Spring?
- \$100K to remain in the budget, possible additional funds for SAC?
- State legislators convo re the future create a designated line-item in the budget for A&C in Stamford



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: PROGRAM LOGIC MODEL

Programming

Lou & Mike – Committee Co-chairs

What are our goals? What resources do we need? What is our timeline?

- Work with convening committee to get consensus from the community on what they would like to see – both A&C and greater community, focus groups with the greater community and the second cohort of interview subjects
- Tap into historical figures/prominent residents (Benny Goodman, Ralph McDonald, etc.) from Stamford's history
- BLM movement theme
- "First Night" in Stamford concept – family-friendly event across the country for NYE
- City-wide thematic concepts (similar to the library)



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: PROGRAM LOGIC MODEL

Convenings

Lisa & Marti – Committee Co-chairs

What are our goals? What resources do we need? What is our timeline?

- Sharing information about the Commission and the Strategic Planning process
- Providing technical assistance with the granting process (e.g. fiduciary connections)
- Updating the email list, looking to find and meet new organizations/artists
- Sharing the leadership interview questions and learning from a broader voice in the community
- Informal meetings were at the start and could be expanded to an authentic list for the community
- What topics are of interest? What is important to the community?
- Encouraging collaboration and communication through meeting
- Regularly scheduled convenings that focus on a learning opportunity or a topic for broader discussion



THEMES FROM THE LAST MEETING

SETTING THE STRATEGIC DIRECTION: PROGRAM LOGIC MODEL

Diversity, Equity, Inclusion, Justice

Val & Jenny – Committee Chair/s

Val – Community Liaison

What are our goals? What resources do we need? What is our timeline?

- Invoke greater collaboration and communication in the community
- Paired with commission member who may yield greater success in generating broader participation in our conversations and strategic planning
- Connected with all the committees of the Commission (programming, convening, funding) to ensure there is a focus on DEIJ in all of our initiatives
- Increasing awareness and participation in our granting process
- Convenings need to reach into communities, and we need to do our due diligence to grow our awareness and reach into the community
- Re-evaluating the following practices through a DEIJ lens: the communication channels we use (website, newsletter, emails, etc.), grant applications, our level of participation in community events and community outreach, and what voices we include in our leadership and planning.

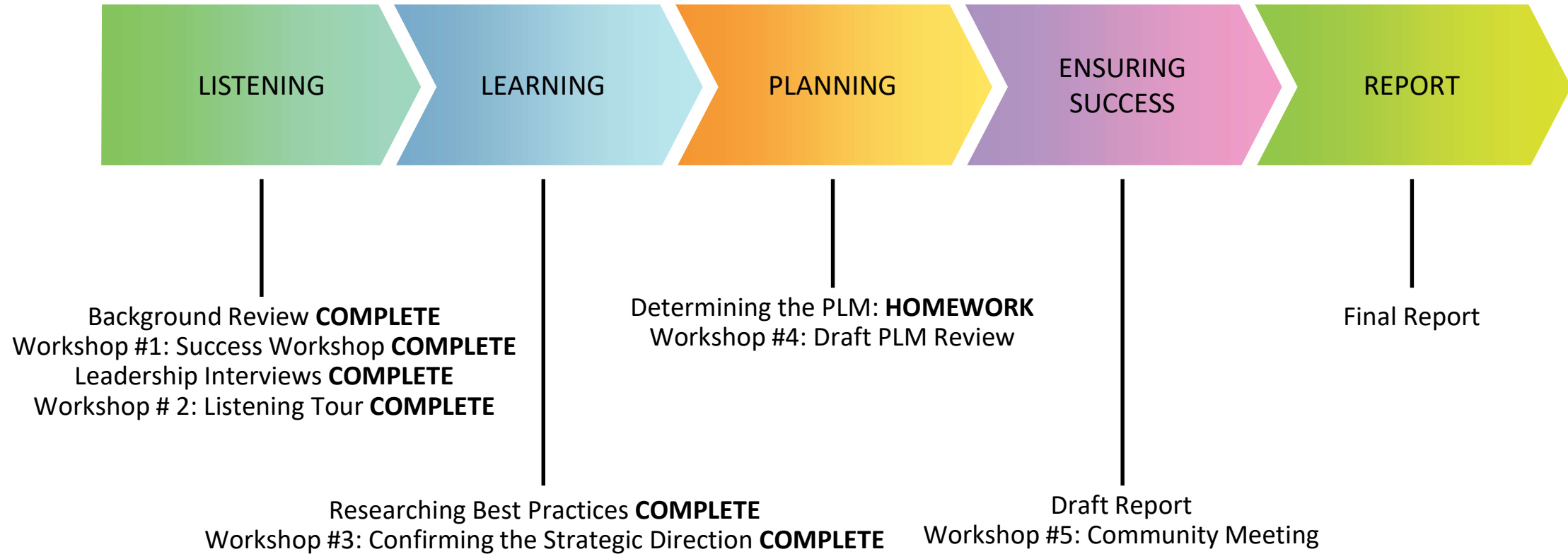


Next Steps



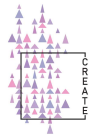
STRATEGIC PLAN SCOPE OUTLINE

WORKPLAN FOR THE PROJECT



Thank you!





appendix 6



STAMFORD ARTS & CULTURE COMMISSION

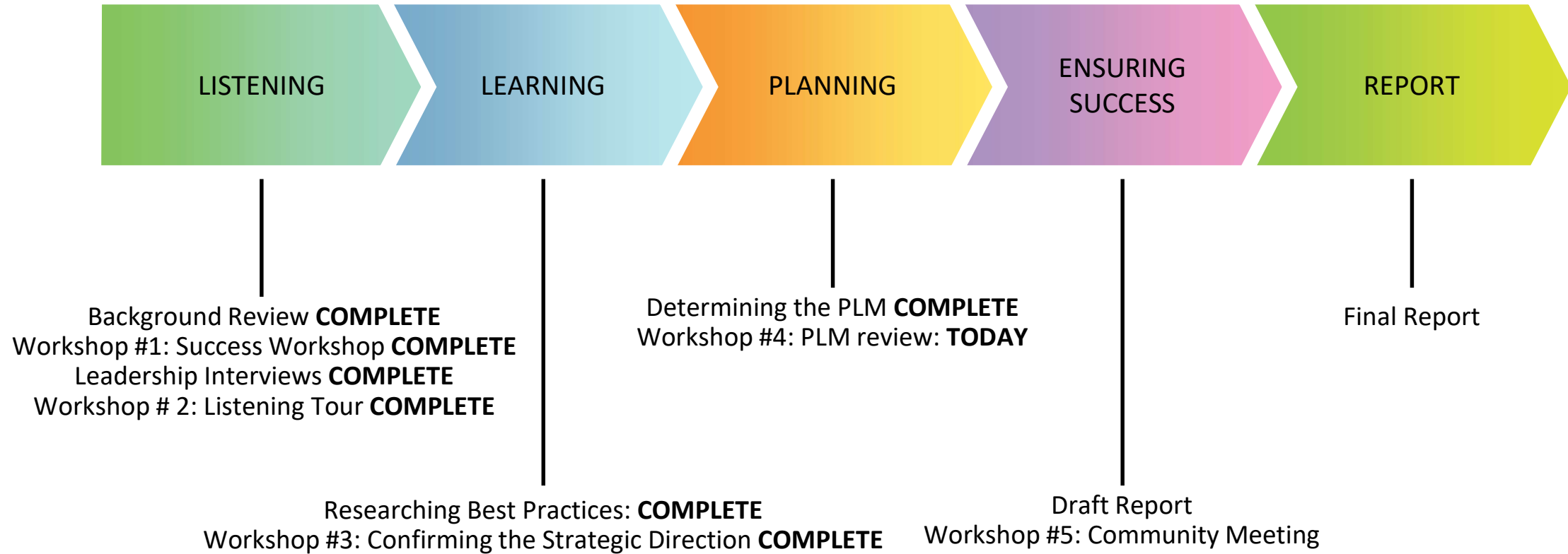
PLM & Core Values

March 2021



STRATEGIC PLAN SCOPE OUTLINE

REVISED WORKPLAN FOR THE PROJECT



Agenda



AGENDA

GOALS FOR TODAY

- Review and confirm the core values
- Review and confirm PLMs for each focus area



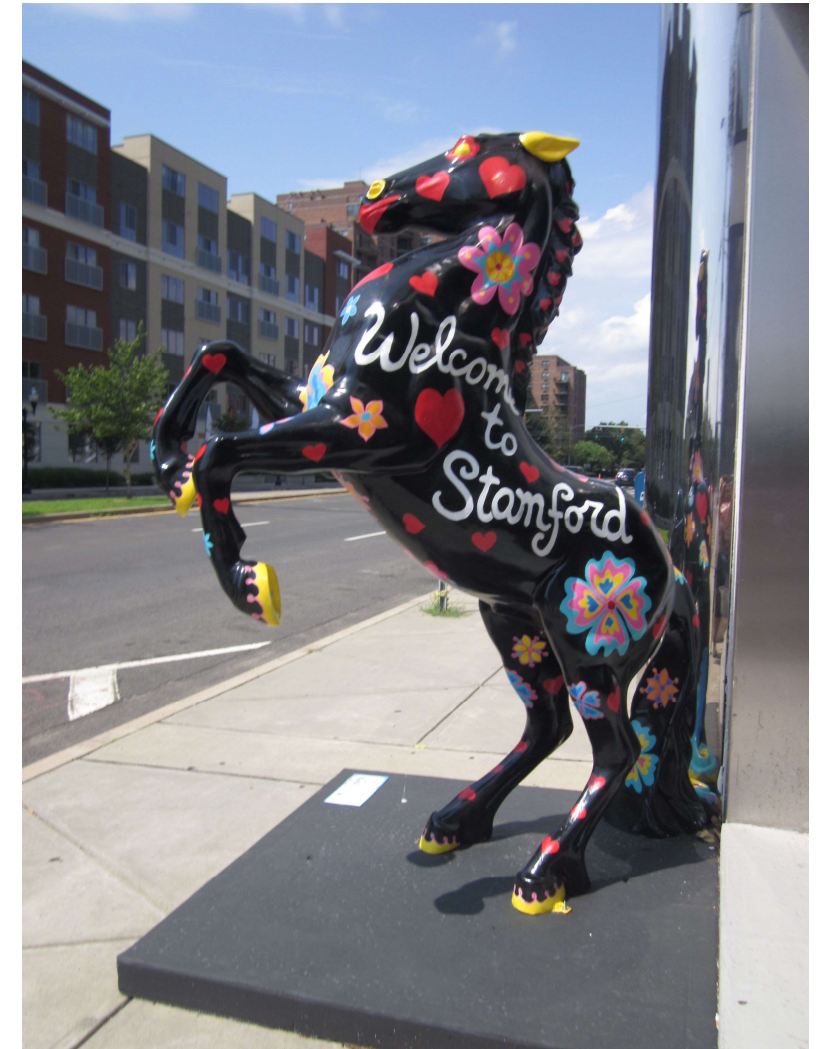
Core Values



CITY OF STAMFORD ARTS & CULTURE COMMISSION

CONFIRMING THE CORE VALUES – ARE THESE RIGHT?

1. Position the City of Stamford as a vibrant regional ~~world-class~~ arts and cultural center. (programming)
2. Foster the development of arts and cultural activities for the City of Stamford that spark economic development and an increased sense of community and collaboration. (programming & convenings)
- ~~3. Support economic development arts and culture within the City of Stamford by promoting an increased sense of community and collaboration arts and culture. (convenings)~~
4. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population. (DEIJ)
5. Advocate for increased access to funding and resources for arts and culture in Stamford. ~~Determine responsibilities and priorities regarding procurement and distribution of funds (as it relates to the City of Stamford Arts & Culture Commission charter.)~~ (funding)



CITY OF STAMFORD ARTS & CULTURE COMMISSION

THE CORE VALUES - FINAL

1. Position the City of Stamford as a vibrant regional arts and cultural center.
2. Foster the development of arts and cultural activities for the City of Stamford that spark economic development and an increased sense of community and collaboration.
3. Collaborate on a purposeful approach for the inclusion of Stamford's diverse population.
4. Advocate for increased access to funding and resources for arts and culture in Stamford.



Program Logic Model Review



FOCUS AREAS

SETTING THE STRATEGIC DIRECTION: REVIEW PROGRAM LOGIC MODELS

- **Funding**
- **Programming**
- **Convenings**
- **Diversity, Equity, Inclusion, Justice**



Next Steps



NEXT STEPS

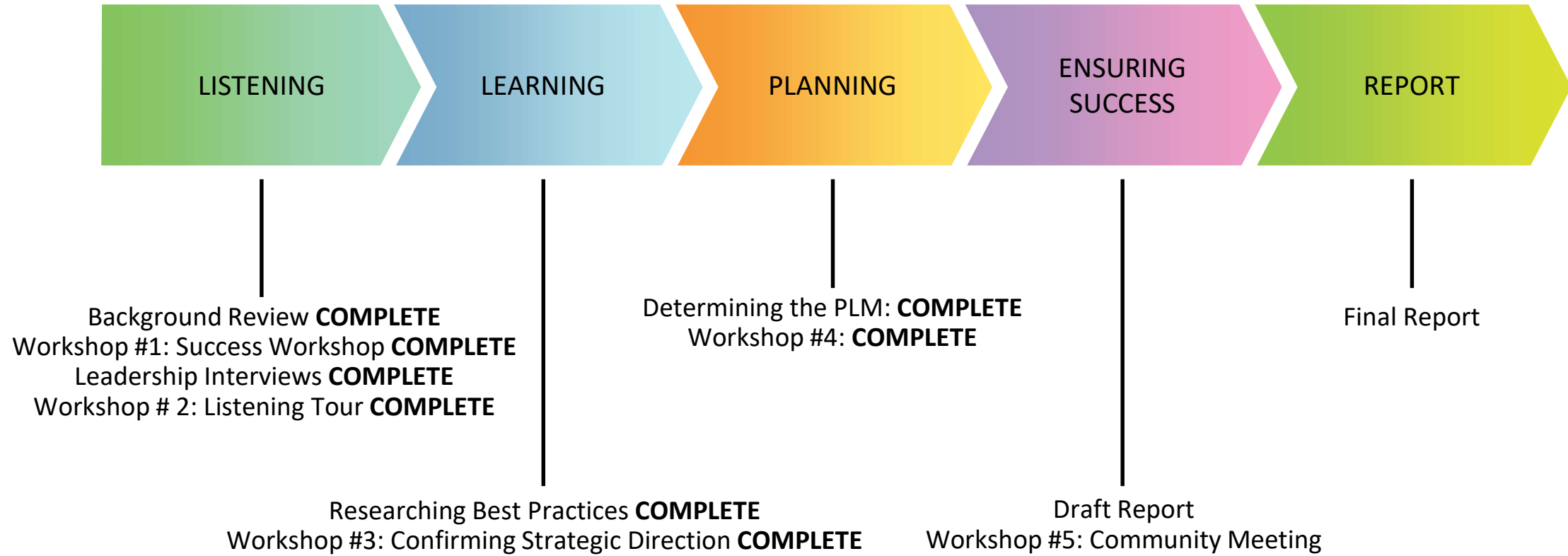
GETTING TO THE FINISH LINE

- Final Program Logic Models confirmed and submitted to Create Today by March 19
- Draft Report issued week of April 5
- Comments and feedback returned to Create Today by April 14
- Presentation for Community Meeting issued by April 19
- Community Meeting on April 26
- Final Report issued week of May 3



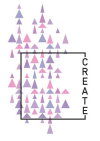
STRATEGIC PLAN SCOPE OUTLINE

WORKPLAN FOR THE PROJECT



Thank you!





appendix 7

Focus Area: Programming						
Problem Statement	Resources	Outputs		Outcomes		
		Activities	Audience	Short-term	Intermediate	Long-term
Get consensus from the community on what they would like to see	List of community members, time to conduct the additional conversations, interviewees	Set up meeting with interviewees, conduct the interviews, and document results	Commission and the community to share the expanded learnings	Increase our database of community members	Engage more of the community	Learn about their needs and wants for public art
City-wide thematic concepts	Find relevant theme, local celebrity or social concern	Research, get suggestions from friends, family colleagues	Greater Stamford	Build consensus	Budget & logistics. Possibly zero expense events	Actual event
Sharing the leadership interview questions and learning from a broader voice in the community	Promote and encourage participation at live events. Voter voice software	Recruit volunteers and interns	Attendees at live events	Solicit ideas	Find funding partners	Post event surveys
Encouraging collaboration and communication through programming		Build database	Build database			

Focus Area: Diversity, Equity, Inclusion and Justice						
Areas of opportunity	Resources	Outputs		Outcomes		
		Activities	Audience	Short-term (one year)	Intermediate (3 years)	Long-term (5+ years)
Invoke greater collaboration and communication in the community	utilize the already engaged 2021 grant recipients (approx. 10) to become the initial pool.	Set up meetings with community members, conduct the meetings, and document results	Commission, pool resource group and their corresponding communities.	Increase our database of community members	Engage more of the community	Learn about their needs and wants for public art
Connect with all the committees of the Commission (programming, convening, funding) to ensure there is a focus on DEIJ in all of our initiatives	Committees should consider and incorporate DEIJ programming into their planning process.	Committees should provide quarterly updates on progress	Committee members and DEIJ team	Greater collective outreach from DEIJ perspective	Increased awareness and inclusion of DEIJ initiatives in Stamford's arts & culture community	DEIJ metrics are fully integrated into SACC activities and successfully achieved and periodically revisited.
Increasing awareness and participation in our granting process	Engage the pool of 10, to make them a high performing asset in terms of community outreach. Find out what assets we have to utilize to fullest capacity	Utilize existing skills questionnaire (or create if needed) to determine strengths and assets. (i.e. bilingual, skilled at grant writing, etc.)	Commission pool resource group, and commission	Increased applications from DEIJ target audiences.	Grant workshops for DEIJ target communities (and beyond), greater participation in terms of application pool (tougher competition)	Strengthen community ties and DEIJ footprint

Focus Area: Convenings						
Problem Statement	Resources	Outputs		Outcomes		
		Activities	Audience	Short-term	Intermediate	Long-term
Get consensus from the community on what they would like to see	List of community members, lists from partner orgs. time to conduct the additional conversations, interviewees	Set up meeting two or three zoom with interviewees, conduct the interviews, and document results	Commission and the community to share the expanded learnings	Increase our database of community members	Engage more of the community	Learn about their needs and wants for public art
Foster connections in the arts and culture community	List of arts and culture community members, people to coordinate this effort, virtual platform, possibly use city website	Public meeting to solicit feedback on what would be meaningful	Community members, artists, arts and culture organizations	Create a forum that allows artists and organizations to engage in a virtual environment	Create a forum that allows artists and organizations to engage in person and online	Formalized periodic meetings with the arts and culture community

Focus Area: Funding						
Problem Statement	Resources	Outputs		Outcomes		
		Activities	Audience	Short-term	Intermediate	Long-term
Elevating and formalizing the 1% for Art program	Meeting with Matt Quinones and Board of Reps and partnering with Board of Ed and like	Set up meeting with Matt in the second quarter of 2021, and create a outline of what the 1% would look like	By First Quarter 2022, Matt Board of Reps Board of Ed, students, teachers and community at large, Developers and Mayor	Set up meeting with Matt to discuss the 1% allocation	Set up partner meetings to discuss the plan and how it would work and impact all	In 2023 ,1% will become a city ordinance where all new developments in the City of Stamford and all Capital Land Projects would be taxed 1%. The money would be shared within Arts and Culture organizations inclusive of education in the arts for Stamford Schools.
Increased Public Art opportunities throughout the city's neighborhoods to avoid cultural deserts.	Local Artists, Neighborhood Associations, Parks and Rec Department, Stamford Downtown, Community Centers, Local Arts Organizations, State Office of the Arts, Culture and Tourism	Review SACC's art inventory to see where art is located. Identify communities in need of public art or enhance what is there. Research performance art and temporary installations. Partner with Stamford Downtown in including their public art theme through out the city.	Stamford Residents and Business Owners who benefit from creating a sense of place in their neighborhood.	Identify neighborhoods in need of public art	Summer 2022 Choose 2 identified neighborhoods and install a public art piece	Summer 2024 All Stamford Neighborhoods have a public art exhibition that themes from Stamford Downtown's public art program and resonates in some form through out the city.
Sharing the leadership interview questions and learning from a broader voice in the community	List of community members, time to conduct the additional conversations, interviewees		Commission and the community to share the expanded learnings	Increase our database of community members	Engage more of the community	Learn about their needs and wants for public art