



## Summary of Mission, Services, Grants, and Collaborations As of February 2015

### **Mission and Goals:**

The Vermont Arts Council is a 501(c)(3) corporation established by private citizens in 1964, and designated by the State Legislature in 1965 to serve as the State's arts agency. Its mission is ***to advance and preserve the arts at the center of Vermont communities***. Celebrating 50 years of public support for the arts, the Council works to:

- Increase opportunities for everyone to experience and/or participate in the arts.
- Demonstrate the benefits of investing in Vermont communities through the arts.
- Expand and sustain the Council's capacity to serve its constituents (with a focus on preK-12 students).

### **Services:**

- "Breaking into Business" Workshops – For Artists: a two-day workshop developed with the Arts Extension Service of UMass, for business and marketing planning tailored to the needs of artists, with follow-up meetings to network and share resources, up to 30 artists annually; For Administrators: to develop a similar focused workshop for professional administrators of nonprofit cultural organizations around specific professional development topics
- Capacity Workshops – on accessibility, emergency preparedness, marketing, technology, media relations, and other issues to assist artists, arts organizations, arts educators for 50 – 100 participants annually
- Communication/marketing services – online arts calendar, artists directory, e-newsletters, social media, and media outreach, focusing on Vermont artists and arts organizations, and Vermont and National activities for the arts community and general public
- General information services – artists directory, arts-related classified ads, advocacy information
- Poetry Out Loud – a statewide competition encouraging high school youth to learn about great poetry through memorization and performance. Teachers receive program guides, anthologies and CDs. Free workshops are available to assist participating students and teachers. Approximately 40-45 schools and 5,000 students participate annually
- Workplace Gallery and Sculpture Garden – free exhibits of works by Vermont visual artists, viewed by visitors to the Arts Council and the neighboring Department of Tourism's Visitor's Center

### **Grants:**

- Artists in Schools, "Cultural Routes", Project Grants – for a broad spectrum of needs of preK-12 schools, artists, nonprofit organizations, and communities

- Head Start Arts Partnership Grants – for local arts service organizations working with Head Start sites to incorporate arts education into programs for pre-school children and their families
- Art in State Buildings Projects – artwork commissioned in partnership with the VT Department of Buildings and General Services to incorporate art into public spaces to preserve and enrich the state's cultural landscape for its citizens and visitors
- Arts Partners Grants – operating support for nonprofit arts service organizations engaged in long-term working community partnerships addressing local concerns in such areas as education, downtown revitalization, health care, and social services
- Cultural Facilities Grants – to help nonprofits and municipalities enhance, create, or expand the capacity of existing buildings to provide cultural activities for the public (**being eliminated in FY16 Capital Budget**)

**Collaborations:**

- Arts Education – The Arts Council is working with the Agency of Education, the Vermont Principals Association, VSA Vermont, the Integrated Arts Academy in Burlington, local arts organizations (Burlington City Arts, Catamount Arts, Vermont Arts Exchange, etc.), and Head Start, to change teacher practice using arts integration in schools throughout the state to ensure that students have the opportunity to learn in, about, and through the arts.
- Arts Marketing – Vermont.Arts.Everywhere – We are working with the Agency of Commerce & Community Development (ACCD) (including the Chief Marketing Officer and VT Department of Tourism & Marketing) as well as local arts organizations, the 29 local Arts Partners, and local chambers of commerce to strengthen the Vermont arts brand through the Byways Project, a new statewide events calendar, arts image/video libraries for use by ACCD, and Vermont Life Magazine. We are also working with Vermont Public Radio on broadcast marketing to promote Vermont Arts 2015 (#VTArts2015).
- Community High School/Vermont Poetry Out Loud – a pilot program in its fourth year providing program guides and resources for teachers, poetry recitation workshops and a culminating recitation for incarcerated students under the custody of the Department of Corrections
- Vermont Cultural Data Project – a powerful online management tool to help nonprofit arts organizations improve their financial management and services to their communities
- Vermont Creative Network – inspired by the Farm to Plate Network, the principles of Results Based Accountability, and collective impact models, the Arts Council serves as backbone organization in the development of a network designed to advance the entire creative sector internally and externally. The Network will increase advocacy and leveraging opportunities, increase communications and planning inside the network, increase peer-to-peer learning and mentoring opportunities, and will enhance the sector's capacity in the overall development of the Vermont social ecosystem.

# 2013-2017 Strategic Plan SUMMARY

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## INTRODUCTION

The nature of the Council's strategic planning in 2012 is very different than any that has gone before. For most of the past 50 years, the goal was to create a document that responded to constituent needs. In 2002, we were told "to help constituents become more valued in their own communities." In 2007, we were told to "help constituents help themselves" with an emphasis on marketing and promotion.

Today, strategic planning no longer results in a prescription of what we will do for the next five years, but embodies an operational mind-set that allows everything the Council does to be considered in terms of our strategic goals. Our annual Work Plans and the specific tasks they contain are formally reviewed by staff and board twice a year and all opportunities that present themselves are filtered with an eye on their impact on our capacity and on our strategic goals.

***Put another way, this Strategic Plan is designed to help people understand our behavior, to provide a context for all people—from our constituents and collaborators, to our supporters and the general public—to better understand our programs and services, and why we prioritize them the way we do.***

Our continued dependency on Federal and state funding means that justifying our existence by saying we support artists, arts organizations, and arts education activities is simply not enough. We have to demonstrate in vivid ways exactly how publicly-funded arts programs and services not only lead to economic and social stability and recovery, but do so in ways that benefit all citizens, not just those that create, present, perform, or attend arts activities. We need to demonstrate that, far from being "non-essential," the arts may be one of the MOST essential ingredients that will lead our communities, our state, even our country, forward to complete recovery.

## EXECUTIVE SUMMARY

The research, forums, and focus group work done to prepare for this plan revealed that the Arts Council's mission and strategic goals were relevant and worth keeping. Within this context, however, there were several important suggestions that should help in guiding the Council's annual work plans:

- Given the lack of new resources, the Council should place an even greater premium on quality collaborations, especially in the area of marketing and communications
- The overarching message should revolve around developing arts- and community-engaged citizens by ensuring that all Vermonters, especially those in school (pre-K through 12) should be given adequate exposure to and instruction in the arts, despite the challenges facing arts education in Vermont
- The Council should continue to broaden its outreach to and influence on policy-makers by using assessment tools that focus on outcomes (such as the degree to which organizations are valued by their communities), not just outputs (such as how much did arts organizations spend on marketing/promotion compared to their earned revenue)
- The field (i.e., constituents who look to the Arts Council for financial or technical support and guidance) is mature; its needs are very different than they were even 10 years ago. They continue to deliver high-quality artistic programs but they are anxious to explore new marketing and promotional ventures that will provide a greater benefit than a (relatively) small cash grant

The **Mission** of the Vermont Arts Council is ***to advance and preserve the arts at the center of Vermont communities***. The Council accomplishes this mission through a variety of programs, initiatives, collaborations, and professional services designed to support constituents that create, present, perform,

or provide educational services in the arts. The expectation is that they will offer multiple opportunities for Vermont citizens and visitors to participate in a diversity of high-quality artistic expressions. The Council also provides access to marketing, promotional, advocacy, and research services that promote a greater understanding of the importance of investing public dollars in the arts. **Increasing opportunities for participation** and **demonstrating the public value of the arts** are the two outward-oriented strategic goals of the Council.

The Council's third strategic goal is to **improve its own operational capacity** so that it may continue to serve as the primary resource and advocate for the arts and cultural sector in Vermont, linking Vermont's cultural resources to those of the other New England states and beyond. All of the Council's programs and services are expected to relate directly to one or more of these three goals.

## EVALUATION

Up to now, evaluation has been mostly concerned with inputs and outputs that allow us to review things we can count (tickets purchased, marketing dollars spent, tax revenue generated, students attending educational programs, and so on). While this data is important, it does not reveal how or whether the arts have changed how Vermont promotes itself; how teachers teach or students learn; how patient care at local hospitals is improved, and so on. This kind of data tends to be far more intuitive, anecdotal, and expensive to develop. Starting in FY13 the Council will take a significant step forward in this area.

Using the Council's Vision Statement (above) as a guide, we intend to develop a set of "Outcome Protocols" during FY 2013 that will guide our long-term "Outcome Assessment" agenda. In addition, we expect that the combination of our Outcome Protocols and improved data coming out of our own grant reports and collaborating agencies (Agency of Ed., Agency of Commerce, UMass Dartmouth) will provide us with a far greater understanding, over time, about what programs and services are the most effective, as well as serve to guide our arts marketing and advocacy efforts.

## CONCLUSION

The Council has much to be proud of and more to look forward to. It enjoys excellent relations with its state and national "authorizers," as well as with its key organizational and individual constituents. It has a strong web of intra-agency collaborations in place with more under development. It enjoys the flexibility of being an independent nonprofit, 501(c)(3) Corporation and the stature of a "State Agency." It has a good mix of long-standing staff and "new blood" with which to explore opportunities and evolve as circumstances require. And it is preparing for its (and the NEA's) 50<sup>th</sup> Anniversary celebration in 2015.

But the nature of what is now considered a "mature" arts field has placed a new set of needs on all State Arts Agencies. "Participation" and "Public Benefit" goals tend to encourage a greater emphasis on outcomes such as Economic Impact, Social Services, and Educational Improvement. **Collectively, our work now focuses on helping the public to understand that the role of the arts is not simply to create and present art, it is to improve the quality of our lives through the arts.**

This is a new and difficult challenge which is pushing us to do more than show the value of the arts in communities. We believe now that our legacy will be defined not so much by how the arts are marketed and promoted today, but in how the arts are appreciated and valued by our citizens tomorrow.



Revenue and Expense Summary

Major Category	FY 15 BUDGET	FY 15 ESTIMATE	FY 16 BUDGET	NOTES
<b>REVENUE</b>				
State Appropriation	651,723	645,307	645,307	used for required federal 1:1 match
State - office rental & internet access subsidy/in-kind	46,800	46,800	47,700	used for required federal 1:1 match; offset by in-kind expense
Other State Contracts, capital funds				
Agency of Transportation/Danville Project contract	28,500	28,500	0	completed in FY15
Art in State Buildings - capital funds	50,000	50,000	50,000	
Cultural Facilities Grants - capital funds	225,000	183,183	0	<b>eliminated in Governor's capital bill</b>
Federal Grant: National Endowment for the Arts	695,800	695,800	695,800	
Private funds: Grants, contributions, misc revenue	302,177	292,677	290,193	
<b>TOTAL REVENUE</b>	<b>\$2,000,000</b>	<b>\$1,942,267</b>	<b>\$1,729,000</b>	
<b>EXPENSES</b>				
Services:				
Grant programs				
"Animating Infrastructure" projects	60,000	60,000	30,000	for towns, nonprofits, schools
Art in State Buildings projects	45,000	45,000	45,000	funded by capital appropriations
Artist Projects and Professional Development	48,500	48,500	46,000	35 - 40 grants
Arts Organizations Projects and technical assistance	71,600	71,600	53,700	20 - 25 grants
Arts Education grants to schools, Head Start	85,600	85,600	140,600	75 - 85 grants
Cultural Facilities grants to towns, nonprofits	225,000	183,183	0	<b>eliminated in Governor's capital bill</b>
Partnership/operating grants for nonprofits	175,000	175,000	175,000	operating grants for 29 nonprofits
Workshops				
Accessibility workshops, technical assistance	13,600	13,600	14,000	for nonprofit arts organizations
Artists Business & marketing workshops	7,000	7,000	7,000	25 artists per year, 210 alumnae
Arts organizations workshops	3,500	3,500	13,500	marketing, best practices, etc
Poetry Out Loud (national high school program)	19,000	19,000	19,000	high school workshops, competitions
Teaching artists training workshops	26,000	26,000	26,000	Head Start & K-12 teaching artists
Partnership Projects				
Cultural Data Project (to assist nonprofits)	15,000	15,000	15,000	66 nonprofits currently enrolled; partner VT Community Foundation
Danville transportation enhancement project	28,000	28,000	0	VTrans contract completed FY15
Publications, Marketing, VT Creative Network Services	126,500	120,084	70,800	includes "Year of the Arts"
Recognition and awards, other services	48,300	43,300	51,400	
Staffing for program services	549,754	545,254	571,365	FY15 vacancy/turnover savings
Program services operating expenses	90,046	90,046	83,636	
<b>Subtotal Services</b>	<b>\$1,637,400</b>	<b>\$1,579,667</b>	<b>\$1,362,000</b>	
Fundraising & Administration				
Staffing	262,246	262,246	271,635	
Phone, postage, printing, rent, travel, other operating	100,354	100,354	95,364	
<b>Subtotal Fundraising &amp; Administration</b>	<b>\$ 362,600</b>	<b>\$ 362,600</b>	<b>\$ 367,000</b>	
<b>TOTAL EXPENSES</b>	<b>\$2,000,000</b>	<b>\$1,942,267</b>	<b>\$1,729,000</b>	

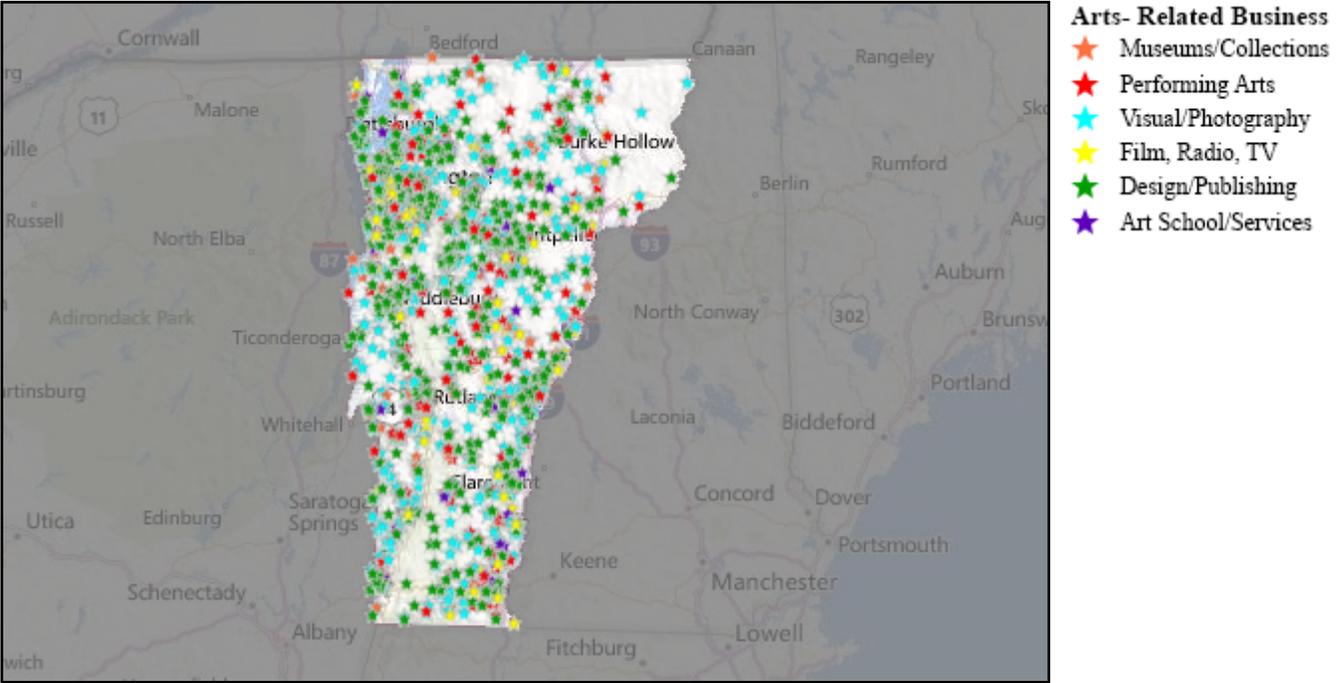


# The Creative Industries in Vermont

## Governor Peter Shumlin

This *Creative Industries* report offers a research-based approach to understanding the scope and economic importance of the arts in **Vermont**. The Creative Industries are composed of arts businesses that range from nonprofit museums, symphonies, and theaters to for-profit film, architecture, and design companies. Arts businesses and the creative people they employ stimulate innovation, strengthen America's competitiveness in the global marketplace, and play an important role in building and sustaining economic vibrancy.

### 2,286 Arts-Related Businesses Employ 7,357 People



**Vermont is home to 2,286 arts-related businesses that employ 7,357 people.** The Creative Industries account for 4.8 percent of the total number of businesses located in Vermont and 2.2 percent of the people they employ. The map above plots the Creative Industries in Vermont, with each star representing a unique arts - related business.

**Nationally, there are 750,453 businesses involved in the creation or distribution of the arts that employ 3.1 million people (January 2014).** This represents 4.2 percent of all U.S. businesses and 2.1 percent of all U.S. employees. The source for these data is Dun & Bradstreet, the most comprehensive and trusted source for business information in the United States. Between 2012 and 2014, Dun & Bradstreet conducted a large-scale, post-recession database cleaning. Despite a reduction in the overall numbers of all U.S. businesses (arts and otherwise), the arts share of businesses and employment remained stable as a percentage of the national totals - demonstrating that the Creative Industries are as resilient and durable as other sectors of the economy.



# The Creative Industries Represent 4.8 Percent of All Businesses and 2.2 Percent of All Employees in Vermont

2014

CATEGORY	BUSINESSES	EMPLOYEES
<b>Arts Schools and Services</b>	<b>74</b>	<b>372</b>
Agents	1	18
Arts Councils	11	32
Arts Schools and Instruction	62	322
<b>Design and Publishing</b>	<b>689</b>	<b>2,032</b>
Advertising	66	307
Architecture	164	566
Design	432	794
Publishing	27	365
<b>Film, Radio and TV</b>	<b>252</b>	<b>1,237</b>
Radio	19	48
Television	25	344
Motion Pictures	208	845
<b>Museums and Collections</b>	<b>120</b>	<b>771</b>
Zoos and Botanical	3	9
Planetarium	1	2
Historical Society	31	149
Museums	85	611
<b>Performing Arts</b>	<b>333</b>	<b>952</b>
Music	181	520
Theater	12	70
Services & Facilities	76	262
Opera	2	5
Dance	1	4
Performers (nec)	61	91
<b>Visual Arts/Photography</b>	<b>818</b>	<b>1,993</b>
Crafts	102	410
Photography	465	882
Visual Arts	143	320
Services	108	381
<b>GRAND TOTAL</b>	<b>2,286</b>	<b>7,357</b>

### Research Notes:

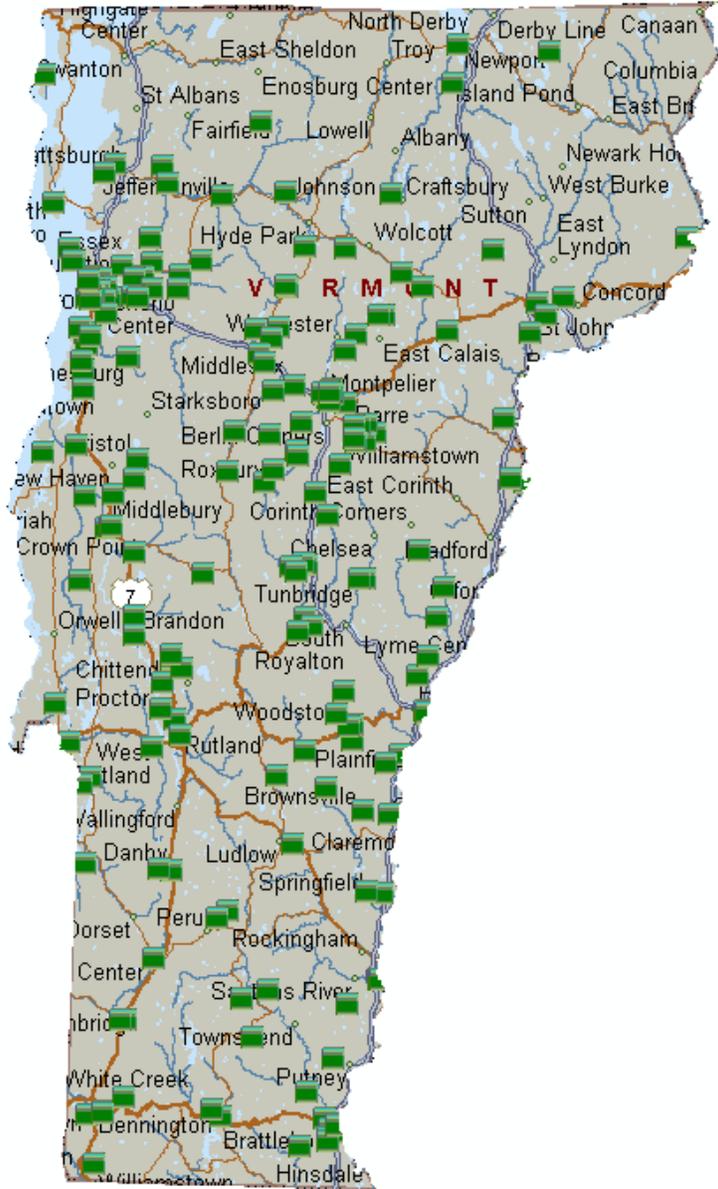
The Creative Industries data are based solely on active U.S. businesses that have registered with Dun & Bradstreet (D&B). Because not all businesses register, our analyses indicate an under-representation of nonprofit arts organizations and individual artists in the data. The data in this report, therefore, should be considered conservative.

Like many major data providers, including the federal government, D&B periodically reviews its database for accuracy by removing inactive businesses and adding new active ones. After a large-scale, post-recession database cleaning, D&B reduced the total number of active U.S. business records in its database to approximately 18.0 million in January 2014, down from 21.3 million in January 2012 (-15.8 percent). As such, year-to-year changes through 2014 may not represent a trend increase or decline, but rather stem from a more accurate tally of the active business population. These 2014 data are the most current and accurate data available and represent a new baseline for the Creative Industries data.



**Vermont Arts Council**  
**“Breaking into Business” Workshop Participants**  
**FY2010 - FY2015**

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### Arts Council conducts forum on arts education

Vermont Arts Council conducts one of its six statewide community forums on the future of arts education By Tom Momberg



Ben Doyle addresses arts and education in Vermont on... (Holly Pelczynski - Bennington Banner)



**BENNINGTON >>** The Vermont Arts Council conducted one of its six statewide community forums on the future of arts education, on Thursday night at the Bennington Firehouse, gathering just less than a couple dozen educators and arts leaders around Bennington County, to tabulate concerns in arts education, given recent changes to the state's educational landscape.

The council's forum series began in September, during an arts education summit at the Vermont College of Fine Arts in Montpelier. Roughly 120 leaders in the arts, education, business, philanthropy, as well as policymakers from around the state, gathered to identify ways to increase access to a good arts education.

The forums that have been taken up since then will help the council refine its 2014-2018 Arts Education action plan, aimed at reforming and increasing arts curriculum standards in Vermont.

### STATE OF THE ARTS

According to Vermont Agency of Education census data, of the state's 320 public schools, only 91 percent have art and music, and 18 percent of those that do only have an arts teacher employed a

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quarter of full time or less.

Ben Doyle, the arts education coordinator for the Vermont Arts Council, led Thursday night's forum, in which local arts leaders, arts educators and community leaders identified roadblocks in arts education access, specific to Bennington County.

After the final forum, scheduled in Randolph on Tuesday, Feb. 10, the arts council will conduct a cluster analysis, and identify solutions to five major issues relative to the state as a whole. From there, the council will craft an action plan to push onto policymakers in the coming years.

"We will now be able to present to legislators and to the agency of education, to say, 'look, this is what we are hearing from communities and from teachers,' and we will identify five or six priorities; the most consistent actionable things we are hearing from communities," Doyle said.

The issue is particularly relevant considering a draft education bill that was reviewed by the House Education Committee this week. The legislation proposes that supervisory unions across the state, would merge into supervisory districts, each being led by a single governing board.

As discourse around state education continues to aim at efficiency by consolidation, Doyle said that it's a particularly important time to make sure that people speak up for arts education during that process.

"Part of the reason we want to have this conversation today, is so that we can be a part of that big picture conversation," Doyle said. "One of the problems that has been identified over and over again, is that there isn't really statewide leadership in the arts and arts education. Because of that, there is the possibility for arts education to just be kind of marginalized in the big picture conversation."

### **ESTABLISHING COMMUNICATION**

To make arts a prominent part of the big picture of education in Vermont, the arts community and education community must develop a voice, and communicate with each other on what must be done.

In Bennington, concerns during the forum revolved around the lack of public space and available school space for arts programming, such as the lack of an auditorium at Mount Anthony Middle School; too few arts teachers teaching at multiple schools; and a lack of incorporation into the curriculum of other subjects.

Some solutions were met at the meeting, however, such as the partnership with places like the Bennington Museum or OldCastle Theater Company for performing arts and contemporary arts space to work in.

The general discourse of the evening was centered on a need for communication and public marketing platforms. Beyond that, arts educators and school administrators really expressed concern for the needs

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for arts programming in public schools.

As the group moved forward to solutions, they wanted to establish better communication, and to encourage concerned parties to call their legislators and make those needs known. Also, the group came to a consensus that those in the arts must educate parents and the public about the value of the arts on the development of students and the way they think.

"Education is being dominated by the adoption of the Common Core, right now," said Tim Payne, principal at Mount Anthony Middle School. "The subjects that are put forward are subjects that can be assessed, so literacy and mathematics are at the forefront."

Payne continued, telling that science is currently up for assessment by the Agency of Education for the Common Core State Standards. In review of science curriculum, he said he witnessed presentations from science teachers at the middle school, who appealed to aspects of literacy and mathematics that coincide with the education of science.

"When taking up Common Core, they said, 'this is where we help meet these requirements' — and, there are all kinds of things that the arts apply to: Perseverance, critical thinking, the willingness to make mistakes," Payne said.

Find the Vermont Arts Council online at <http://www.vermontartscouncil.org/> to find more information about the Arts Education Action Plan; to visit a calendar of arts events across the state; to find arts and educator resources; or to write to the council blog and express ideas on arts education in Vermont.