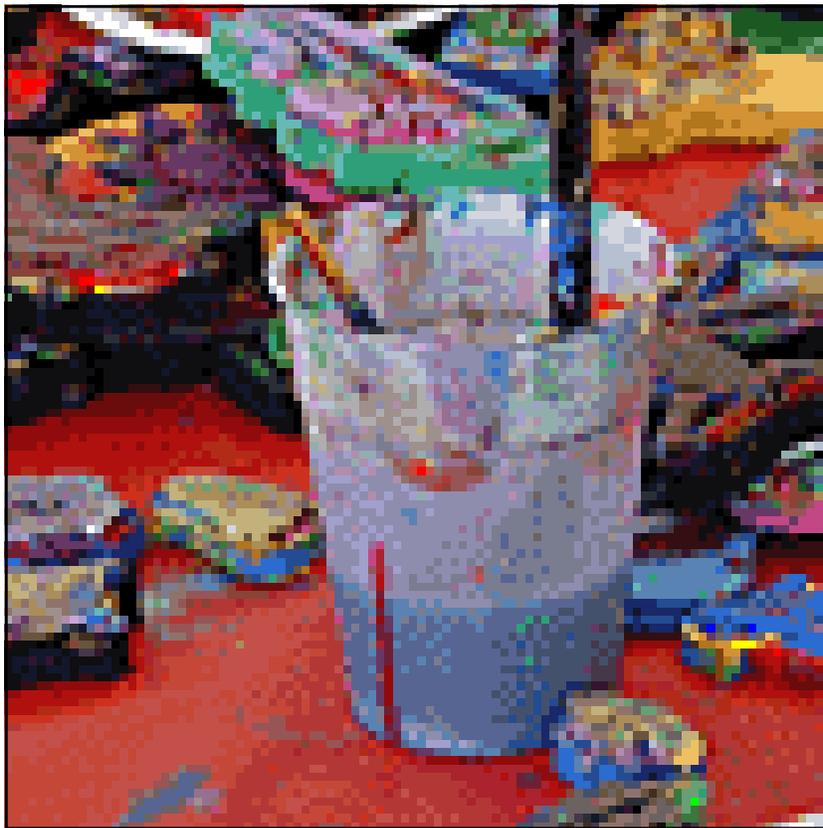


Comprehensive Arts Plan



City of Covington
2003



ACKNOWLEDGEMENTS

CITY COUNCIL

Rebecca Clark, Mayor Protem
Mark Lanza
Margaret Harto
Wayne Snoey
Jesse Ackerson
Tim Goddard
Pat Sullivan, Mayor

ARTS COMMISSION

Rosie Armstrong-Tressler
Deanna Dent
Sharyl Jett
Sue Gordon
Mickie Johnson
Pam Ferrel, Chair
Cynthia Heckelsmiller

PARKS DEPARTMENT STAFF

Dave Erickson
Victoria Throm
Janine Zeitler

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INTRODUCTION

INTRODUCTION

The arts inspire and enrich the lives and broaden the perspectives of the citizens of Covington. The arts not only give pleasure, they also offer new ways to experience the world and understand our places in it. They are windows into the lives of those who make and perform the art we see and hear.

With a commitment to excellence across the spectrum of our City's cultures and forms of expression, the Covington Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and the economic vitality for all of Covington.

Because this is a long-range plan for the arts in Covington and not simply a plan for the Covington Arts Commission, the Commission encourages others to use the information in the plan to guide their efforts in helping to advance the arts in the City. The Arts Commission invites these partners – federal, state, and local government agencies, artists, arts organizations, businesses, schools, and individuals – to help make the plan a reality. The better the caliber of arts in the community, the higher quality of life residents will be afforded and the better the caliber of businesses that will be attracted.



THE PLANNING FRAMEWORK

THE PLANNING FRAMEWORK

This plan is intended to be a living document, to serve as a guide and a point of departure for the work of the Arts Commission and Parks Department over the next six years.

Strategic planning:

- * Provides direction;
- * Establishes goals, objectives and performance measures;
- * Acts as a reference tool and source of information;
- * Helps to meet planning requirements of potential funding agencies like The National Endowment for the Arts which, every three years, requires the Commission to submit a Partnership Agreement and funding request based on planning.

The Commission began the planning process in April 2003. Staff and the Commission reviewed background and contextual information, including existing plans, grant agreements, evaluation reports, and studies. The Commission tapped the advice and opinions of citizens through meetings while conducting the research. Commission members and staff met to review the progress on the plan during regularly scheduled meetings and sought public opinion during the process. The information was then used to do three things:

- * Assess needs identified by citizens
- * Identify common themes
- * Develop target objectives

The resulting six-year plan is a comprehensive document that includes: Goals, the priorities outlined by the plan; Objectives, ways of moving those priorities forward; and Performance measures, ways to measure effectiveness on an annual basis. The goals and objectives are deliberately broad, outlining general areas where the arts have real opportunities to make progress and improvement during the planning cycle. As circumstances, technology and economies change, the broad nature of the goals gives those working to accomplish them a common point of reference to develop strategies for achieving progress.

The plan was recommended for approval at the August XX, 2003 meeting of the Arts Commission and at the September XX, 2003 meeting of the Covington City Council.



MISSION AND VISION FOR THE ARTS

CITY VISION STATEMENT

The City of Covington is a place where community, businesses and civic leaders are partners in building a city that is family-oriented, safe and pedestrian-friendly. A community that proudly invests in enhancing our small town character and natural environment, and provides diverse recreational opportunities, as well as remaining financially responsible.

Covington will have a DOWNTOWN that is well designed and pedestrian-friendly with a permanent combination of commercial and residential areas. Covington RESIDENTIAL areas will be safe, diverse, and accessible and will have well-maintained neighborhoods that instill a sense of community. CITIZEN input is an integral part of the shaping of our community. FAMILIES & YOUTH Covington will help instill a sense of responsibility and provide opportunities for a variety of cultural and recreational activities for all ages. HUMAN SERVICES will address local needs by encouraging a partnership between private and public organizations. CITY GOVERNMENT will remain efficient, accessible, responsive, accountable, and financially responsible to the community. BUSINESSES will be in partnership with the community and have a long-term commitment to Covington. Our ENVIRONMENT will be preserved with responsible limitations while enhancing the areas natural beauty. DESIGN STANDARDS Covington will have high-quality design and construction standards that give buildings and structures a sense of permanence and provide for an aesthetically pleasing skyline in our community. PARKS AND OPEN SPACE are an important part of our community's future and quality of life.

MISSION OF THE PARKS DEPARTMENT

The mission of the Covington Parks Department is to provide quality cultural and recreational opportunities and safe, functional and aesthetically pleasing parks, open spaces and facilities which meet the leisure needs of residents and visitors to the community regardless of age, gender, ethnicity or ability level.

MISSION AND ROLE OF THE ARTS COMMISSION

The mission of the Covington Arts Commission is to be a catalyst for the arts in Covington. To this end, the Arts Commission works to:

- * Fulfill the mandate in its enabling legislation to stimulate, encourage, study and present the performing, cultural, visual, and literary arts, and public interest and participation therein;
- * Encourage participation in, appreciation of, and education in the arts to meet the legitimate needs and aspirations of residents and visitors to the city;
- * Partner with other organizations to expand the city's artistic resources;
- * Promote the use of arts in the city's activities and facilities;
- * And encourage excellence in artistic expression essential for the well being of the arts.



GOALS FOR THE ARTS IN COVINGTON

GOALS FOR THE CITY OF COVINGTON'S INVOLVEMENT IN THE ARTS

To plan for the future, numbered goals and objectives were developed in the planning process and are recommended for implementation. They are based upon the comments and suggestions of those participating in the planning process and also the professional judgment of the agency, staff and others. These strategies form the basis for staffing and other organizational deployment decisions by the City Council, Commissions and Parks Department. In turn, a number of relevant "Performance Measures" are recommended for each objective as indicators of progress in the implementation of this plan. Target dates are indicated for each strategy. As noted earlier, this is a living document that provides the framework for the six-year plan. The ways in which the Commission intends to pursue each of the goals are discussed in the following pages.

Goal 1: Support Development of Covington through the Arts

The arts enrich communities. They play an important role in addressing such social issues as poverty, illiteracy, and youth crime. The arts engage and entertain, bringing people of different backgrounds together to experience, celebrate and create a healthy, dynamic community.

As primary arts resources in communities, local arts agencies can effect positive community changes through the arts. By providing funding and services, the Arts Commission will help to strengthen local arts agencies that are working to effect such changes.

Public art will be promoted as a way to honor residents, to beautify the local community, and to attract visitors, thus contributing to the economy.

Objective 1

Improve the capacity of local arts agencies to provide arts programs to benefit residents of the community. Improved capacity is demonstrated by such things as increased resources, including adequate funds and leadership.

Performance Measures

1. Award operating grants and supportive services to local arts agencies, which offer at least two of the following services: arts-based community development programs for local residents; re-grants and fundraising services to local artists and arts organizations; serve as an information resource center for local cultural events, activities, and programs; facility management services; arts education; advocacy; arts presenting; or arts instruction. (2006)
2. Provide technical assistance to the staff and board members of local arts agencies necessary for the development of their organizations and in support of community development. (2006)
3. Develop a roster of emerging and experienced artists and provide training opportunities through a combination of grants, workshops, commission, staff and technical assistance for community arts. (2006)

Objective 2

Improve community arts organizations access to information that improves local arts administration and programming.

Performance Measures

1. Use web site to promote interactive, resourceful, imaginative arts-based community development programming. (2005)
2. Plan, organize and convene regional meetings for community arts organizations. Work with necessary partners. (2006)
3. Research benefits of public art in communities. (2004)
4. Develop literature to educate public officials about benefits of public art. (2004)
5. Present findings to other interested parties. (2004)

Objective 3

Develop and sustain Commission partnerships that raise public awareness and increase support for community arts development.

Performance Measures

1. Encourage and assist chamber of commerce relative to sponsorship of economic-impact studies that describe the positive contribution of arts activities to the local economy. (2005)
2. Work with the Covington Economic Development Council to generate more cultural indicators of economic growth. (2005)
3. Encourage initiatives that document the arts' role in attracting visitors, new residents and new business development. (2006)
4. Advocate partnerships at convenings, in publications and on the web. (2004)
5. Develop presence at non-arts conferences. (2008)
6. Explore new partnerships on local, City or federal level. (2005)

Objective 4

Maintain a principle of community development through arts and culture as a way of working in all Commission programs.

Performance Measure

1. Work with the City Planning Department to integrate cultural issues into City planning. (2004)

Goal 2: Develop the commission's administrative effectiveness.

The Arts Commission must work effectively to fulfill the strategic plan. Pursuit of this goal is critical if the Arts Commission is to achieve the objectives identified in this plan. New programs will be matched with adequate administrative staff. The Commission commits to ongoing program evaluation.

The plan assumes level City funding for the first year of the plan and modest growth thereafter. Diversified funding must be pursued that includes partnerships with other agencies as well as grant funding.

Objective 1

The City Council governs the Commission in the best interests of the citizens and arts community of Covington.

Performance Measures

1. Assist the City Council by developing a roster of candidates that represent the city's geographic and racial diversity and bring the necessary arts expertise to manage Commission policy. (2004)
2. Orient new Commissioners as they join the Commission. (2004)
3. Encourage Commissioners to represent the interest of Covington citizens. (2004)

Objective 2

Build the Covington Arts Commission's capacity to implement the strategic plan.

Performance Measures

1. Plan for consistent orientation and professional development of Commissioners. (2004)
2. Provide a "Commissioners Handbook" to Commissioners. (2004)
3. Engage Commissioners in active advocacy of stakeholders and public officials. (2004)

Objective 3

Secure adequate resources to implement the strategic plan.

Performance Measures

1. Sustain increased legislative appropriations for Arts Commission budget. (2004)
2. Help constituents secure federal, foundation and corporate funding. (2006)
3. Research opportunities to increase special funds through private donations and other special initiatives. (2004)
4. Research feasibility of establishing a Covington Endowment for the Arts to supplement City/federal funding for grants and special projects. (2009)

5. Identify and cultivate relationships with other City agencies with interests that might grow into future, funded initiatives. (2005)
6. Budget so that the Arts Commission has discretionary funds to address unforeseen opportunities or problems that will advance its long-range goals. (2004)
7. Working with staff, research and apply for federal, state, local, foundation and private funds to aid in the financial support of the arts. (2005)
8. Explore the feasibility of franchising. (2009)
9. Identify and secure new funding sources. (2004)
10. Budget adequate administrative costs into all initiative agreements and grants. (2006)
11. Maximize Commission grants from the National Endowment for the Arts (NEA) and other sources. (2005)
12. Explore feasibility of becoming a 501(c) 3 non-profit or similar entity. (2008)

Objective 4

Maintain efficient and effective communications systems of the Commission.

Performance Measures

1. Professionally evaluate the usability and look of the Web site. (2004)
2. The Commission work to strengthen and enhance relationships with City legislators and policy makers. (2004)
3. Publish quarterly newsletter contingent upon funding. (2004)
4. Allow for ongoing communication between staff and Commissioners. (2004)
5. Publish annual report for the Commission to present to the council no later than December 15. (2003)
6. List Arts Commission membership in local, national and regional service organizations. (2004)

Objective 5

Arts Commission develops and implements sustainable support for the plan, with adequate staff to manage the program effectively.

Performance Measures

1. Advocate for Arts/Recreation Manager to be a full-time, City-funded position. (2005)
2. Budget so that each staff may join their most relevant professional association. (2006)
3. Budget for each staff to participate in one significant professional development program each year (conference, workshops, courses etc.). (2006)
4. Offer Professional Development release time to do so. (2006)
5. Develop a Policies and Procedures Manual. (2004)
6. Orient new staff to Commission procedures as they start work. (2005)
7. Regularly orient staff to procedures. (2004)
8. Ensure the Commission is adequately staffed with highly qualified, effective, and fairly compensated staff. (2004)
9. Hire contractors as required. (2004)

Objective 6

Implement the strategic plan.

Performance Measures

1. Annually, the Parks Director will report to the Commission of progress on achieving planned outcomes. (2004)
2. Plan for regular upgrading of Arts Commission equipment. (2004)
3. Link work plans and performance budgeting to this strategic plan. (2004).
4. Produce a web-version and brochure summary of the plan and disseminate to constituents, partners and potential allies. (2004)
5. Devote a portion of each Commission meeting to monitoring progress on one or more objectives of the strategic plan. (2004)
6. Monitor the strategic plan annually and update as required. (2004)
7. Create a new six-year strategic plan. (2009)
8. Implement new strategic plan. (2009)

Objective 7

Maintain annual work plans that integrate the strategic plans into results.

Performance Measures

1. Create and implement an easily maintained annual work plan system. (2004)
2. Develop and implement an integrated, electronic office calendar linked to staff work plans. (2006)
3. Evaluate Commission programs and services to demonstrate results of public investments. (2004)
4. Evaluate Arts Service Organization partnership agreements. (2005)
5. Assure accurate and timely reports, but no more reports than needed for management and accountability. (2004)

Objective 8

Commission and staff develop and manage a grants program effectively and efficiently.

Performance Measures

1. Develop grant program guidelines and applications aligning them with new Arts Commission goals and making them clear and easily understood. (2008)
2. Update guidelines based on panel and staff suggestions. (2008)
3. Study the feasibility of establishing the Covington Endowment for the Arts. (2007)
4. Fully implement policy to accept only completed grant proposals. (2008)
5. Implement policy for the timely submission of final reports. (2008)
6. Implement an integrated grants management system. (2008)
7. Study the means by which to mandate that 10% of operating grant awards goes toward professional development. (2008)

Goal 3: Improve the Capacity and Stability of Covington Arts Organizations

The arts industry provides residents with experiences in the arts and culture that not only enhances lives, but also positively impacts economic development, cultural tourism and arts education. Large and small nonprofit organizations, schools and businesses are essential to the arts infrastructure and to the way in which residents experience the arts. Many of these organizations continue to administer quality programs despite the challenges of budget constraints and, as a result, are not always able to offer the desired level of programming.

In areas where nonprofit arts and cultural organizations may lack training and experience, the Covington Arts Commission is committed to improving their capacity and stability.

The Commission seeks to help organizations expand their capacity to carry out their programs, assure the adequacy of critical resources, strengthen management skills, and participate as full partners with other civic institutions in the community.

By improving the capacity and stability of Covington arts organizations, more focus may be placed on the offering of quality programming that enhances the lives of residents. When Covington's arts organizations are thriving, the arts industry is strengthened and new, as well as existing networks can be sustained.

Objective 1

Improve arts organizations' financial stability, as evidenced by such factors as year-to-year balanced budgets, elimination or reduction of deficits, strengthened reserves, and expanded financial support.

Performance Measures

1. Build the capacity of arts organizations by actively encouraging them to take advantage of grants to work with arts management professionals in the areas of strategic planning, board development, and financial management. (2007)
2. Explore cooperative programming opportunities with other City agencies where funding that benefits artists and arts organizations might be included in the agency's proposed budgets. (2006)
3. Develop partnerships with that can assist the Covington Arts Commission in strengthening the infrastructure of arts organizations. (2005)
4. Encourage arts organizations to take advantage of grants to learn more about board development and volunteerism. (2005)

Objective 2

Improve management and stability of arts organizations.

Performance Measures

1. Convene discipline-specific arts organizations for the purpose of networking, idea sharing and peer mentoring. (2007)
2. Establish networks of communication among discipline-specific arts organizations and presenters through the expanded use of technology (i.e. internet chat rooms, dissemination of reports and informative articles via the internet). (2007)
3. Work to create and distribute an all-inclusive artist and artistic opportunities list with identified areas of expertise, locations, materials and board members. (2007)

4. Provide information and encouragement for private development of artist living, studio, and rehearsal spaces. Help identify information on spaces for artists. Encourage discovery research to identify potential studio, exhibition and rehearsal spaces. Research appropriate structures to assist artists with planning. (2007)

Objective 3

Increase opportunities for people with disabilities and persons "At Risk" to strengthen Covington's arts infrastructure.

Performance Measures

1. Compile a directory of artists with disabilities and persons "At Risk". (2004)
2. Improve the work force stability for artists with disabilities and persons "At Risk" by encouraging their involvement at the planning stages of arts-based projects. (2005)
3. Improve work force stability for arts organizations by encouraging them to use the skills of artists with disabilities and persons "At Risk". (2005)

Objective 4

Expand community participation in organizational programs and activities.

Performance Measures

1. Work with arts organizations and city staff to develop strategies in which to foster participation. (2004)
2. Survey residents in Covington to assess needs and means to encourage participation. (2004)

Goal 4: Strengthen Education in and through the Arts

Education, in and through the arts is an essential component of the learning experience of all Covington youth. It enriches lives, lays the foundation for academic and career success, and transmits a deeper appreciation for the unifying elements common to all cultures while celebrating the distinctive features of each. It not only benefits their families but also the community.

Objective 1

Encourage schools participation in Arts-in-Education (AIE) programs.

Performance Measures

1. Develop AIE program and recruit schools to participate. (2009)
2. Work with the Public Information Officer to increase visibility of all

AIE programs. (2006)

3. Work with Kent and Tahoma School Districts and other organizations to develop and increase use of arts in after-school programs. (2006)
4. Work with School Districts to explore ways that AIE can "borrow" successful techniques from core arts to apply in alternative school settings. (2006)
5. Increase individual schools' and school districts' capacities to implement comprehensive arts education. (2006)
6. Increase knowledge and understanding of cultural diversity in the arts among educators and students. (2006)

Objective 2

Advocate that every child will participate in the arts every day of his or her school career in order to create meaning and understanding in his or her world.

Performance Measures

1. Discuss priorities based on the comprehensive plan and their assessment of evolving arts education needs. They will target specific initiatives that addresses priority needs. (2009)
2. Work with special education staff to explore ways that the arts can better serve special education students. (2009)
3. Work with Institutions of Higher Learning to provide classroom and program support. (2009)
4. Explore the feasibility of offering grants to artists and teachers to attend training to improve work in the classroom. (2009)
5. Increase understanding of and support for arts education among decision-makers at all levels. (2009)
6. Work to establish and maintain public policies and systems of accountability that promotes quality, comprehensive arts education for all students. (2009)

Objective 3

Foster the professional development of educators enabling them to teach the arts more effectively.

Performance Measures

1. Explore partnerships with schools to provide increased availability of arts programs and funding. (2008)
2. Provide technical assistance to schools through professional development workshops at education conferences and education

organizations meetings. (2008)

GOAL 5: Develop community arts programs that provide increased opportunities for public participation.

Participation in arts programs offers food for the mind and the "soul", by providing opportunity for creative thinking and expression and an appreciation and understanding of aesthetics. They provide an avenue to heal and nurture; for physical fitness and therapy; to foster creativity and as a tool for learning; as an opportunity to create revenue and as a means to promote social interaction. Arts programs enrich the lives of people and are an integral part of the vitality of the community.

Objective 1

Increased opportunities for people of different social and cultural backgrounds to come together and participate in community arts programs.

Performance Measures

1. Promote cultural tourism. (2005)
2. Encourage local and regional presenting organizations to block-book one artist or performance group to present throughout the various regions of the County. (2005)
3. Explore the feasibility of creating an Arts Market and other community events sponsored by the commission. (2005)
4. Establish arts programs and services that offer participants opportunities for broader and deeper experiences over time. (2005)
5. Encourage local partnerships so that community arts groups will offer programs and services. (2005)
6. Recruit non-arts, community organizations, such as housing authorities, libraries, community development corporations, and child-care facilities, for community arts programs. (2005)

Objective 2

Ensure Commission programs and services are accessible to all people.

Performance Measures

1. Assure that all programs and facilities are in accessible locations and affordably priced. (2005)
2. Remove physical and social barriers to arts participation. Make specific efforts to eliminate practical and perceptual obstacles that limit participation especially among rural, disabled, and diverse populations. (2005)

Goal 6: Recognize and Encourage Covington Artists.

The arts in Covington depend upon its artists. The Arts Commission represents the interests of artists in all disciplines: music, visual arts, craft, theater, dance, literature, film and video and computer art. Some artists pursue their art professionally and others as avocations. The Covington Arts Commission supports artists through recognition programs, grants, promotion, information and training.

Objective 1

Recognize Covington artists for their work.

Performance Measures

1. Promote regional and national literacy, musical and visual art competitions to Covington Artists. (2004)
2. Provide awards to Covington artists in recognition of outstanding achievement. (2004)

Objective 2

Advance public visibility and understanding of Covington artists and their work through public relations and other efforts.

Performance Measures

1. Provide for exhibition opportunities for visual artists. (2004)
2. Promote artists in the Arts Commission newsletter and on the web site. (2004)
3. Promote public art opportunities to Covington artists. (2004)
4. Commission at least one city purchase award from a Covington artist. (2005)
5. Study and promote the contribution of Covington artists to the city's economic development and tourism. (2005)
6. Use Commission newsletter and website to alert artists about competitions and other opportunities. (2005)
7. Assist in the establishment of a website or web forum specifically for individual artists. (2008)
8. Publish and distribute, via booklet and website, a Covington Artist Roster to a variety of presenters, including schools and festivals, as well as Citywide. (2004)

Objective 3

Provide opportunities for Covington artists to receive professional development training.

Performance Measures

1. Recruit and provide technical assistance for Covington Artist Roster applicants. (2008)
2. Offer grants and other opportunities to Covington artists. (2008)
3. Support artistic training for artists and provide critical response to their work that will set high standards of quality for art produced in Covington. (2008)

Objective 4

Covington artists are involved in traditional and non-traditional partnerships.

Performance Measures

1. Include artists in the planning and implementation of Commission and other organizations art programs and special initiatives. (2005)
2. Work with artists to encourage collaborations in non-traditional venues such as the corporate and medical arenas. (2004)
3. Provide artists with information and access to training on the growing application of arts in healthcare. (2004)

GOAL 7: Provide Opportunities for Artists

Every aspect of the arts "ecosystem", and therefore this plan, hinges on the work of artists, without whom there would be no art or arts community. Artists want their work to be experienced and valued by a larger community and they want to earn a living wage from their creative work. Current pressing needs include better marketing within Covington and expanding into national and international markets, and more low-cost spaces for both the creation and presentation of art. Within the broader arts community, artists face special challenges in gaining access to resources, markets and audiences.

Objective 1

Support artists' efforts to earn fair compensation for their work.

Performance Measures

1. Conduct compensation satisfaction survey of artists. (2009)
2. Develop program of support for artists. (2009)

Objective 2

Increase the number of opportunities for artists to create, publish, exhibit, distribute and perform their work, so that it can be experienced by a larger community, including City, national and international audiences.

Performance Measures

1. Develop a web gallery of local area artists with space for visiting

artists. (2007)

2. Develop programs, events and gallery opportunities for artists to display or perform their works. (2007)

Objective 3

Support organizations and facilities where artists can create and present their work.

Performance Measures

1. Obtain funding to be able to provide grant support for arts organizations and artists. (2008)
2. Research organizations and promote opportunities to receive funding and promote works. (2008)

Objective 4

Assist artists in connecting with agents, galleries, publishers, distributors and others who can expand their markets and provide access to more commissions, sales and bookings.

Performance Measures

1. Act as a resource for the arts by developing a roster of galleries, publishers, distributors and others and making it available to artists. (2006)

Goal 8: Develop and Enhance Collaborative Efforts

Artists and arts administrators must reach out to others outside their current "spheres of influence" and purposefully pursue relationships and opportunities for partnership with other arts, business and community leaders. We must recognize that we have common interests with others operating within the arts arena as well as in other sectors of our society and seek to build relationships that advance these common interests.

Objective 1

Promote mutually beneficial business and arts partnerships.

Performance Measures

1. Stimulate creative collaborations within individual arts disciplines and between disciplines in the arts community that will increase co operation, enhance impact and make most efficient use of limited resources. (2005)
2. Pursue arts partnerships with community, City, regional, national and international agencies and organizations, especially those involved in tourism, economic development, community health, preservation, recreation and others with whom the arts find productive intersections. (2005)

3. Explore partnerships with the school districts, non-profit organizations, homeowner associations and others, through ongoing communications and meetings with the Arts Commission. (2005)
4. Develop new models of patronage that engage artists and arts organizations with nonprofit and private sector organizations and individuals in on-going relationships as well as specific projects. (2005)
5. Promote public understanding of the capacity of the arts for "community-building," for breaking down barriers between demographic or social groups and communities. (2005)

Goal 9: Provide opportunities to expand knowledge and communication

Artists, arts educators and arts organizations are eager for accurate and up to date information about the arts and issues that affect the arts. There is a desire for a central source for authoritative research data and practical knowledge. Information sharing multiplies opportunities. Better communication stimulates innovation. Creative networking and information exchange will encourage collaboration within and across disciplines. This exchange will stimulate collaboration between organizations and artists.

Objective 1

Develop effective networks and regular opportunities for exchange of information within the Covington arts community and with others outside that community.

Performance Measures

1. Provide forums for individuals to speak at Commission meetings and feature them in publications and on the web site. (2004)

Objective 2

Continue development of internet-based information tools for artists and arts organizations.

Performance Measures

1. Develop a Citywide calendar of activities, updated quarterly. (2004)
2. Document city public art collection. (2004)
3. Participate in regional calendars of activities. (2004)
4. Create registries of artists to include images, audio and links to artists' web sites. (2005)
5. Post procedures, references and answers to frequently asked questions. Create a graphic and video representations of the public art process. (2005)
6. Identify email list serves. With permission, disseminate news and

opportunities. (2005)

Objective 3

Consider development of a pro-active program to educate business and other non-arts community leaders Citywide relative to the many benefits that are served by a robust arts community.

Performance Measures

1. Raise public awareness and share Commission's expertise in municipal public art programs. (2004)
2. Create a comprehensive communications plan to raise the Commission's public profile. (2004)
3. Develop an Arts Commission logo and publications design standards, so that published communications have a consistent look and feel. (2004)

Goal 10: Increase public awareness through marketing and advocacy

In order to build an environment in which the arts can thrive, the profile of arts providers and supporters in Covington must be raised. The public's understanding and appreciation of the artistic process must be increased through better coverage and criticism of the arts through all media outlets. Understanding of the relationship between community development and the arts must be built until the arts are regarded as a vital resource for prosperity and health by the businesses, citizens, and government leaders of Covington. The arts must be maintained as a focus on the public agenda at the local, City and national levels to influence public policy in favor of the arts.

Objective 1

Build public understanding and appreciation of the "behind-the-scenes" creative process through which works of art are produced.

Performance Measure

1. Invite the public to participate in the creative process through press releases and programs. (2005)

Objective 2

Understand and document the economic impact of the arts themselves and the influence of the arts on general economic development. Share this information with all potential partners, and publicize it broadly.

Performance Measure

1. Select a consultant to complete an Arts Economic Impact study. (2005)

Objective 3

Develop ongoing relationships with local, state and federal legislators and legislative staff and cultivate two-way communication that increases their understanding of the arts and the legitimate role of government in their support,

while providing arts advocates with greater access to and better understanding of the legislative process.

Performance Measures

1. Develop and maintain a contact list of legislators. (2004)
2. Contact and meet with legislators and provide information on the arts in Covington. (2004)

Objective 4

Engage business leaders and other influential allies to advocate for arts and arts education.

Performance Measure

1. Invite and provide opportunities for community leaders to participate in arts related programs and events. (2004)

Objective 5

Influence public policy at all levels including County, City, and federal, in support of the arts and public funding of the arts.

Performance Measures

1. Stay up to date on issues effecting arts funding and legislation. (2004)
2. Be an advocate for the continuation and support of the arts. (2004)

Goal 11: Provide art in public places

Art located in public spaces is provided to expand residents and visitors experience with visual art and enable them to better understand the community and their individual lives. By encouraging artists capable of creating works of art in public places, the economy and vitality of the City will be stimulated and its role as a regional leader in the arts will be developed.

Objective 1

Promote and facilitate the acquisition of works of art integrated into public places.

Performance Measures

1. Continue to support City Purchase Award program. (2004).
2. Research and promote the benefits of art in public places. (2004).
3. Acquire a minimum of one piece of public art to add to the city's collection per year. (2004).

Objective 2

Manage the City Percent for Art program as part of a larger public art program.

Performance Measures

1. Promote the importance of commissioning art in public places. (2004)
2. Facilitate the expeditious and equitable selection and commissioning of works of art in public spaces. (2005).
3. Build alliances with, and educate those commissioning public art. (2004).
4. Develop a work plan for public art inventory, maintenance, protection, and documentation. (2004).
5. Take advantage of public art in schools to integrate the artwork into curricula. (2006)
6. Encourage use of City buildings and lands for art shows, competitions and other suitable arts events. (2008).



FUNDING OPTIONS

FUNDING OPTIONS

This section presents various sources of funding that are available to the City of Covington to support the arts. Some of these sources are limited to particular types of projects or programs, others are more general and may be applied to most arts projects. Jurisdictions like Covington should not rely entirely on any one source for all their funding. Instead, the sources should be used together to achieve the broad goals of the plan. The following is a listing of some of the funding options available. The list is not intended to be “all-inclusive” as there are many other sources which may be available.

Federal Grants and Loans

Urban and Community Forestry Program

www.fs.fed.us/spf/coop/ucf_general.htm

Competitive project grants, awarded through regional divisions, (www.fs.fed.us/spf/COOP/udf_regions.htm) to support people in urban areas and community settings to sustain shade trees, forest lands, and open spaces.

Arts and Rural Assistance Grant Program

www.arts.endow.gov/partner/Rural.html

A partnership between the National Endowment for the Arts and the Forest Service, that supports arts-based projects in three areas: 1) the arts and economic development; 2) the arts and community development; and 3) the arts and community heritage. Offered annually in selected Forest Service Regions through the State and Private Forestry/Cooperative Forestry Program.

Rural Community Assistance Programs

www.fs.fed.us/spf/coop/rca.htm

Competitive awards and grants through regional offices that facilitate and foster sustainable community development, linking community assistance and resource management. Rural community assistance efforts include themes of healthy communities, appropriately diverse economies, and sustainable ecosystems.

Rural Business Enterprise Grants

www.rurdev.usda.gov/rbs/busp/rbeg.htm

Competitive grants awarded to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area.

Community Facilities Guaranteed Loan Program

www.rurdev.usda.gov/rhs/ProgramBriefs/brief_cp_direct.htm

Direct loans to nonprofit and public entities for the construction of essential community facilities. Most loans are made at below-market interest rates and are aimed at serving financially challenged rural areas. Allowed expenses include purchase of land needed for construction of the facility, necessary professional fees, and equipment and operating costs. Essential community facilities include “Cultural and Educational Facilities” including museums and outdoor theatres.

Community Facilities Grant Program

www.rurdev.usda.gov/rhs/ProgramBriefs/brief_cp_grant.htm

Competitive grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population. Facilities include museums and outdoor theaters, and non-profit organizations are eligible to apply.

Economic Action Programs

www.fs.fed.us/spf/coop/eap.htm

Support to help rural communities build skills, networks, and strategies to address social, environmental and economic changes.

Public Telecommunications Facilities Program (PTFP)

www.ntia.doc.gov/otiahome/ptfp/index.html

Competitive matching grants to support the planning and construction of public telecommunications facilities. The main objective of the program is to extend the delivery of public radio and television to underserved areas of the United States.

Public Works Development Facilities Program

www.doc.gov/eda/html/pwprog.htm

Grants to help distressed communities attract new industry, encourage business expansion, diversify local economies, and generate long-term, private sector jobs. This can include business incubator facilities, technology projects and sustainable development activities.

Economic Adjustment Program

www.doc.gov/eda/html/econadj.htm

Grants to states and local areas to facilitate adjustment to changes in their economic situation that occur suddenly or over time, and generally results from industrial or corporate restructuring, natural disaster, reduction in defense expenditures, depletion of natural resources, or new Federal laws of requirements.

The program supports three types of grant activities: strategic planning, project implementation, and revolving loan funds.

Funding from this program is through the one of the six EDA regional offices.

Short Term Planning Grants

www.doc.gov/eda/

Planning grants to states, sub-state planning regions and urban areas to assist economic development planning and implementation activities such as economic analysis, definition of economic development goals, determination of project opportunities and the formulation and implementation of development programs that include systematic efforts to generate employment opportunities, reduce unemployment and increase incomes.

Local Technical Assistance

www.doc.gov/eda/

Grants to assist in solving specific economic development problems, respond to developmental opportunities, and build and expand local organizational capacity in distressed areas.

Even Start State Education Agency Grants

www.ed.gov/offices/OESE/CEP/evenstprogresp.html

Formula grants awarded to state education departments, sub granted to local education agencies, for family-centered education projects to help parents become full partners in the education of their children (through age seven), to assist children in reaching their full potential as learners and to provide family literacy training for their parents, through the Compensatory Education Program (CEP) of the Office of Elementary and Secondary Education (OESE).

Dwight D. Eisenhower Professional Development Program Grants

www.ed.gov/offices/OESE/SIP/programs/epdp.html

Formula grants awarded to state education departments, sub granted to local education agencies, to provide support for intensive, ongoing professional development programs that: stress sustained, high-quality professional development experiences; enable educators to teach high standards; are tied into everyday life of a school; and support continuous improvement in teaching and learning.

Safe and Drug-Free Schools Program

www.ed.gov/offices/OESE/program.html

Formula grants awarded to governors and states with sub grants to local education agencies to establish, operate, and improve local programs of drug and violence prevention in elementary and secondary schools.

21st Century Community Learning Centers (21st CCLC)

www.ed.gov/21stcclc/

Competitive federal project grants awarded to after-school, weekend, and summer programs for youth that provide expanded learning opportunities in a safe, drug-free, and supervised environment.

Goals 2000: Support of Local and State Education Improvement

www.ed.gov/offices/OESE/program.html

Formula grants awarded to state education agencies, 90% sub granted to local districts and schools, to help set challenging standards in core subjects and develop improvement plans to help all children reach the standards.

School to Work Transition

www.stw.ed.gov

Formula grants awarded to states to create statewide systems offering access to performance-based education and training programs and to increase opportunities for further education. The underlying goal is to provide students with knowledge and skills that will allow them to opt for college, additional training, or a well-paying job directly out of high school.

Vocational Rehabilitation State Grants

www.ed.gov/offices/OSERS/RSA

Formula grant programs, service projects, and rehabilitation training discretionary grant programs supporting development and implementation of comprehensive and coordinated vocational rehabilitation, employment, and independent living programs for individuals with disabilities.

Improving Basic Programs Operated by Local Education Agencies

www.ed.gov/offices/OESE/CEP

Formula grants awarded to state education departments, sub granted to local education agencies, to provide supplemental education funding, especially in high-poverty areas where 50% or more of the students live in poverty. Projects receiving support provide effective transitions from pre school to school and from school to work. This is one of the largest federally funded elementary and secondary education programs.

Innovative Education Program Strategies/School Improvement Programs

www.ed.gov/offices/OESE/SIP

Formula grants to assist local education reform efforts that are consistent with the Goals 2000: Educate America Act. These include accomplishing national education goals, meeting special education needs, improving education through innovation, and supporting library services and development of instructional and media materials.

Innovative Education Program Strategies

www.ed.gov/offices/OESE/SIP/programs/index.html

Formula support to state agencies, re-granted through competitive grants to local districts.

Bio Power

www.eren.doe.gov/biopower

Supports competitive demonstration projects through cost-shared partnerships with the biomass power industry to show the economic and environmental viability of integrated biomass power systems [i.e., use of methane from landfills].

Head Start: Early Head Start

www2.acf.dhhs.gov/programs/hsb/about/programs/ehs.htm

Competitive project grants awarded through regional offices to provide comprehensive health, educational, nutritional, social, and other services that bridge the gap between economically disadvantaged children and their peers. Early Head Start helps parents move toward self-sufficiency.

Community Services Block Grant (CSBG)

www.acf.dhhs.gov/programs/ocs/csbg/index.htm

Formula state/local grants to provide services and activities that have a measurable and potentially major impact on the causes of poverty in the community or in those areas of the community where poverty is particularly acute.

Substance Abuse Prevention and Treatment Block Grant

www.samhsa.gov/csap/index.htm

Formula funding to states, sub granted to local agencies for training and technical assistance that connects people and resources with effective and innovative ideas, strategies, and programs aimed at reducing and eliminating alcohol, tobacco, and drug problems in our society.

Revitalization of Severely Distressed Public Housing

www.hud.gov/progdesc/hopevia.cfm

Competitive federal grants and regulatory flexibility for planning, revitalization, implementation, and demolition projects that address the housing and social service needs of the poorest residents of public housing.

Revitalization is in three general areas: physical improvements, management improvements, and social and community services to address resident needs. Since 1993, HOPE VI has supported the revitalization of the Nation's most distressed public housing developments.

Comprehensive Grant Program

www.hud.gov/progdesc/pihcgp.cfm

Formula funding distributed to communities and states for public housing.

Community Development Block Grants (CDBG) to States and Small Cities

www.hud.gov/progdesc/cdbg-cfm

Annual direct formula grants to counties with a population under 50,000 to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate-income persons.

Empowerment Zones/Enterprise Communities (EZ/EC)

www.ezec.gov/

Preference for certain Federal programs is given to designated EZ/ECs. The EZ/EC Initiative targets tax incentives, performance grants, and loans to designated low-income areas to create jobs, expand business opportunities, and support people looking for work. Within each EZ/EC, residents decide what projects and activities should occur in their own neighborhoods.

Home Investment Partnerships Program (HOME)

www.hud.gov/progdesc/home1a.cfm

Formula grants to states and localities to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people. Projects are often in partnership with local nonprofit groups.

John Heinz Neighborhood Development Program

<http://mf.hud.gov:63001/dgms/gpi/display.cfm?program=45>

Competitive grants for federal projects that provide funds for neighborhood organizations to carry out development activities that benefit low and moderate income families.

Brownfields Redevelopment Initiative (BRI)

www.hud.gov/cpd/cpdenvir.html

Funds and loan guarantees through regional agencies to clean up and

redevelop environmentally contaminated industrial and commercial sites, commonly known as "Brownfields." Grantees must use at least 70% of funds for activities that benefit low or moderate-income individuals or neighborhoods.

Historic Preservation

www.hud.gov/cpd/ocv/cpdhp.html

Competitive federal projects grants to support preservation efforts. This is part of the National Historic Preservation Act establishing preservation programs in all federal agencies.

Aquatic Grant

www.usbr.gov/main/index.html

Competitive federal project grants awarded through five regional offices for managing water in the American west. Activities include environmental restoration and protection, enhancing critical aquatic ecosystems, and water resources management. This program will address contemporary water issues caused by exploding population growth.

Educational Programs and Resources

www.blm.gov/education

The BLM's Environmental Education Program includes both a school-based component and a public education and participation component.

Historic Preservation Services

www2.cr.nps.gov/

Financial assistance, incentives, educational guidance, and technical information provided to support heritage preservation. Diverse partners include State Historic Preservation Offices, local governments, tribes, federal agencies, colleges, and non-profit organizations such as the National Trust for Historic Preservation.

Rivers, Trails and Conservation Assistance (Rivers & Trails) Program

www.ncrc.nps.gov/rtca/

Assistance for interested communities with nature-based recreation development and environmental, historic and cultural conservation projects. Rivers & Trails, a national network of conservation and recreation-planning professionals, does not direct or fund projects, but when a community has decided to conserve close-to-home landscapes, Rivers & Trails can help it get started.

Archeology and Ethnography Program

www.cr.nps.gov/aad/peocul.htm

Grants to museums and to Indian tribes, Alaska Native villages and corporations, and Native Hawaiian organizations for the purposes of assisting in the inventory, documentation, and repatriation of Native American human remains and cultural items.

Save America's Treasures Grants

www2.cr.nps.gov/treasurers

Competitive national grants for preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally

significant historic structures and sites.

Preservation Technology and Training Grants (PTT)

www.ncptt.nps.gov/about_pttgrants.stm

Competitive national grants to ensure an effective and efficient system of research, information distribution, and skills training in all the related historic preservation fields.

Operation Weed and Seed

www.ojp.usdoj.gov/eows/

Competitive federal project grants to mobilize communities to “weed out” crime, gang activity, and drug trafficking, and “seed” by revitalizing crime-ridden neighborhoods. Applications must be endorsed by State Attorney General.

Community Prevention Grants Program

www.ojjdp.ncjrs.org/about/99juvjust/990121.html

Grants for programs focusing on reducing risks and enhancing protective factors to prevent youth from entering the juvenile justice system. The Office of Juvenile Justice and Delinquency Prevention gives formula grants to states that are then re-granted to qualified units of general local government through a competitive process. To qualify, there must be a Community Prevention Policy board, a 3-year comprehensive community delinquency prevention plan, and a 50% match.

Drug-Free Communities Support Program

www.ojjdp.ncjrs.org/programs/drugfree.html

Competitive federal project grants from the Office of Juvenile Justice and Delinquency Prevention to fund coalitions made up of young people, parents, media, law enforcement, school officials, religious organizations, and other community representatives that target young people’s use of illegal drugs, alcohol, and tobacco.

Art Programs for At-Risk Youth

www.arts.gov/partner/Arts4youth.html

Support for technical assistance at three pilot sites to develop, implement, and assess an arts program for youth at risk of delinquency and other problem behaviors during after school hours and summer months.

Adult Employment and Training Services

www.usworkforce.org/factsheets

Formula grants awarded to states and local communities to provide employment and training opportunities for adults over 21 years of age.

Bureau of Educational and Cultural Affairs (ECA)

<http://exchanges.state.gov/>

The purpose of CDA is to foster mutual understanding between the US and other countries through international educational and training programs by promoting personal, professional and institutional ties between citizens and organizations in the US and abroad, as well as presenting history, society, art and culture in all of its diversity to overseas audiences.

ECA programs with grants include the Fulbright Program, Office of Citizen Exchanges, and the Humphrey Fellowships. ECA maintains a list of open Requests for Proposals at [Http://exchanges.state.gov/education/rfgps/](http://exchanges.state.gov/education/rfgps/)

Transportation Enhancements

www.fhwa.dot.gov/tea21/

Formula funding to states (under the transportation enhancements section of TEA-21) for transportation-related activities designed to strengthen the cultural, aesthetic, and environmental aspects of the nation's intermodal transportation system.

Sustainable Communities Program

www.fhwa.dot.gov/tea-21/

Competitive federal pilot program to help state and local governments plan environment-friendly development.

Bicycle and Transportation Walkways

www.fhwa.dot.gov/tea21/factsheets.b-ped.htm

Formula funding to states to make bicycling and walking safer and more viable means of travel. Expands provisions to make cycle and pedestrian projects eligible for National Highway System (NHS) funding, Interstate Corridors Enhancements, and State Transportation Programs.

Recreational Trails Program

www.fhwa.dot.gov/tea21/factsheets/rec-trl.htm

Competitive federal project grants providing \$270 million over the six years to create and maintain recreational trails.

AmeriCorps

www.americorps.org

Formula grants awarded to states to provide one year full-time employment for individuals 17 years or older to help solve community problems through direct and indirect service in the areas of education, public safety, the environment, and other human needs such as health and housing.

VISTA (Volunteers in Service to America)

www.cns.gov/stateprofiles/

Formula grants awarded to states for programs that provide full-time one year service to individuals 18 years or older with a bachelor's degree or three years of related volunteer/job experience. Individuals serve through private organizations and public nonprofit agencies that address issues related to poverty including public health education, the environment, and employment that creates long-term sustainable benefits at a community level.

Environmental Education Grant Program

www.epa.gov/enviroed/grants.html

Competitive project grants up to \$25,000 awarded in EPA's ten regional offices support environmental education projects that enhance the public's awareness, knowledge, and skills to make informed decisions that affect environmental quality.

Sustainable Development Challenge Grants

www.epa.gov/ecocommunity/sdcg

Formula funding to states, regranted in a competitive process to programs that encourage creative, locally developed projects which address serious environmental problems through the application of sustainable development strategies.

Brownfields Pilots and Demonstrations

www.epa.gov/swerosps/bf/pilot.htm

Competitive project grants awarded through regional offices to address serious contamination issues, including contaminants from art supplies and assessments of sites for redevelopment into arts districts.

Environmental Justice through Pollution Prevention

www.epa.gov/swerosps/ej/index.html

Competitive federal project grants awarded through regional offices to support programs and education that will prevent environmental pollution.

Institute of Museum and Library Services (IMLS)

Conservation Project Support (CP)

www.imls.gov/grants/appl/index.htm

Competitive federal matching grants to help museums identify conservation needs and priorities and perform activities to ensure the safekeeping of their collections.

Conservation Assessment Program (CAP)

www.imls.gov/grants/appl/index.htm

Provides eligible museums with a general conservation survey.

National Award for Museum Service (NAMS)

www.imls.gov/grants/appl/index.htm

Awards to outstanding museums that provide meaningful public service for their communities.

National Leadership Grants

www.imls.gov/grants/appl/index.htm

Grants, contracts, and cooperative agreements to enhance the quality of library and museum services nationwide. The program supports model projects that can be widely replicated and encourages the use of promising practices in libraries and museums.

General Operating Support (GOS)

www.imls.gov/grants/appl/index.htm

Competitive unrestricted grants to museums for ongoing institutional activities. GOS helps museums enhance educational services, strengthen collections care, and raise funds from other sources. Awards are based on the overall excellence of museum operations.

Museum Assessment Program (MAP)

www.imls.gov/grants/appl/index.htm

Competitive grants to museums supporting technical assistance for each of three assessments: institutional assessment, collections management

assessment, and a public dimension assessment.

NASA Arts Gallery

www.nasa.gov/gallery/arts/index.html

Small honoraria given to artists in a competitive national program that selects work in a wide range of subjects for the NASA arts collection. This collection is part of the National Air and Space Museum.

Grants for Arts Projects

www.arts.gov/guide/GAP04/GAPindex.html

The Arts Endowment's primary funding opportunities for organizations. Opportunities are available under "Artistic Creativity and Preservation," "Learning in the Arts for Children and Youth," and "Challenge America: Access to the Arts."

Partnership Agreements

www.arts.gov/guide/Partnership03/Pshipindex.html

Partnership agreements with state arts agencies are made in three areas: arts education activities; arts in under-served communities; and grant, service, or administrative programs. Seven regional arts organizations of state arts agencies receive support in two areas: presenting and touring and grant, service, or administrative programs. Grant support and cooperative agreements are also awarded for services provided at a national level to state arts agencies.

Division of Preservation and Access

www.neh.gov/whoweare/overview.html

Competitive national grants for projects that will create, preserve, and increase the availability of resources important for research, education, and public programming in the humanities. Projects may encompass books, journals, newspapers, manuscript and archival materials, maps, still and moving images, sound recordings, and objects of material culture held by libraries, archives, museums, historical organizations, and other repositories.

Division of Public Programs, Consultation Grant

www.neh.gov/whoweare/overview.html

Competitive national grants that support projects bringing significant insights of humanities disciplines to general audiences of all ages through interpretive exhibitions, radio and television programs, lectures, symposia, multimedia projects, printed materials, and reading and discussion groups.

Division of Research

www.neh.gov/whoweare/overview.html

Competitive national fellowships to individual scholars and grants to support complex, often collaborative, research that contributes to the creation of knowledge in the humanities.

Division of Education

www.neh.gov/whoweare/overview.html

Competitive national grants to educational institutions and fellowships to scholars and teachers to strengthen sustained, thoughtful study of the

humanities at all levels of education and promote original research in the humanities.

Office of Challenge Grants

www.neh.gov/whoweare/overview.html

Competitive national grants to nonprofit institutions to establish or increase institutional endowments therefore guaranteeing long-term support for a variety of humanities needs. Funds may also be used for limited direct capital expenditures.

Office of Federal/State Partnership

www.neh.gov/whoweare/overview.html

Formula funding to all 50 states, the District of Columbia, and Territories for state councils that sub-grant on a competitive basis to projects within the state.

Avon Women of Enterprise Awards

www.sba.gov

Recognition for women who have become successful entrepreneurs and mentors. This program is sponsored by SBA and Avon.

SBA Loans

www.sba.gov/regions/states

Funding on a formula basis to states that award grants and loans and provide technical support for small businesses.

State Grants

Arts Curriculum Grants

<http://www.wa.gov/art/progAIE/aieACG.html>

WSAC believes that a sequential and comprehensive visual and performing arts curriculum should be taught at every Washington state public school.

Travel Grants

Professional Development Assistance Program (PDAP)

<http://www.wa.gov/art/progCAD/cadTravel.html>

Small matching travel grants allow artists and arts organizations to develop their professionalism through attendance at workshops, conferences or other learning opportunities.

Community Consortium Grants

<http://www.wa.gov/art/progAIE/aieCC.html>

This program, is designed to help communities build strong arts education programming that responds to the state's Essential Academic Learning Requirements in the Arts, fully utilizes local resources, and helps develop local arts education expertise.

County Grants

Community Arts Initiative

<http://www.culturaldevelopment.org/arts/community/index.htm>

brings arts programming to unincorporated King County; Individuals and organizations are eligible.

Cultural Education Program

<http://www.culturaldevelopment.org/heritage/education/index.htm>

Brings arts and heritage to the schools; Individuals and organizations are eligible.

Cultural Facilities Program

<http://www.culturaldevelopment.org/heritage/facilities/index.htm>

Supports capital construction projects for arts and heritage organizations.

Landmark Rehabilitation Program

<http://www.culturaldevelopment.org/preservation/landmark/index.htm>

Helps individuals and organizations stabilize and restore important historic properties.

Special Projects Program

<http://www.culturaldevelopment.org/heritage/projects/index.htm>

Fosters innovation in arts and heritage; Individuals and organizations are eligible.

Sustained/Operating Support Programs

<http://www.culturaldevelopment.org/heritage/sustained/index.htm>

Helps organizations cover routine expenses incurred to deliver arts and heritage programs.

Private Sources

Private sources can include donations of money, artwork, land, or materials. The Gift Acceptance Policy makes provision for the city to accept donations of this kind.

Donations of land, leases, easements and money from private citizens vary in their complexity depending on the desires of the donor. Donations are generally more successful when there is an established city "gifting" program. These programs need to provide information to potential donors about how to contribute, the tax benefits of giving, and projects that need sponsors.

Volunteers

Volunteers can provide a variety of functions including organizing and staffing events and programs, completing improvements to facilities, performing maintenance and staffing exhibits. This participation saves the City money, makes efficient use of the overall City resources, and give people a greater sense of pride and ownership in the community through their own participation in an improvement.

The level of participation depends on the level of staffing available to recruit, train, coordinate and recognize volunteers. Increased use of volunteers would require

dedicated resources for recruiting, training, coordinating and recognizing volunteers.

Private Foundations

These sources typically require a detailed grant application and limit their contributions to new facilities or specific programs of interest to the sponsoring organization.

Sponsorships

Revenue can be generated to support specific programs, facilities or exhibits through sponsorships. The revenues are typically program or site specific.

Concession Agreements

Concession operations at facilities or art shows can be another source of raising money. Most often concessions are for food at a sports complex or a community event. Concessions may be operated by the City, an outside concessionaire, or volunteers overseen by a City employee or contractor.

User Fees

User fees can be used for raising money for capital expenditures and to cover operating expenses. Examples of typical user fees are for rental of, or admission to facilities, and participation fees for programs. User fees must be kept affordable so they do not exclude residents from participating in programs or using facilities. City sponsored grant and scholarship programs would allow low-income residents to participate in programs and use facilities through regular exemptions.

General Fund

The City's general property and sales tax revenues are available for application to parks and open space purposes, which includes the Arts. Significant amounts of money from this source are difficult to secure because of the large number of other City needs competing for the same money. There is no established formula for the percentage of the general fund that goes into the Arts. General fund money is usually allocated for the arts as part of an annual budget. Typically, capital improvement money is made available on a project specific basis.

Park Utility

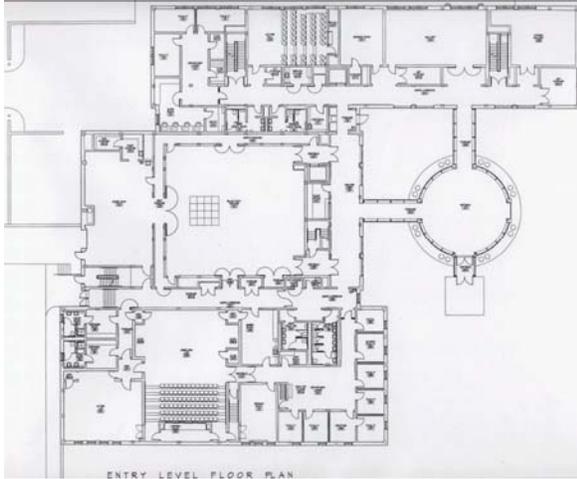
State law allows cities to establish separate utilities for the purpose of developing, managing and maintaining park and recreation facilities, which could include a Performing Arts Center. In addition to the benefits of functioning as a separate fund within the City, a park utility is allowed to generate its own revenue through City-wide fees. These would be levied similar to storm-water utility fees and could be charged on the basis of each residential unit or per square foot of commercial/ industrial buildings.

Bond Levy

A general obligation bond issuance, requiring voter approval, could be issued to pay for art projects. General obligation bonds are frequently used to finance specific capital project proposals, which have broad public support. Likely candidates for a bond proposition are new park development; performing arts center, youth center, greenhouse, museum, botanical garden; dance hall; fountain plaza; amphitheater; rental facility, fountain or sidewalks tied with music; and specialty projects.

1% for Arts

Public capital projects shall have a budget attached of 1% of the total estimated construction cost of the project as defined in the Public Art Policy.



SUPPLEMENTAL INFORMATION