

**Boulder Arts Commission Agenda  
February 17, 2016, 6:00 p.m.  
Canyon Meeting Room, Boulder Public Library**

**CALL TO ORDER**

Approval of Agenda

**REVIEW OF MINUTES**

January 20, 2016

**PUBLIC COMMENT AND COMMISSIONER RESPONSE**

**MATTERS FROM GUESTS**

Community Benefit for Developments (Charles Ferro and Chandler VanSchaack, Planning and Development Svcs)

**GRANT PROGRAM ACTION ITEMS**

**OPERATIONAL GRANTS FOR LARGE ORGANIZATIONS**

1. Process Review
2. Presentations by Applicants
3. Commissioner Response and Discussion
4. Call for Rescoring
5. ACTION ITEM: Approval of Grant Recipients for Recommendation to City Council

**GRANT FINAL REPORTS**

Blue Moon Dance Company, FY15 R1 Arts in Education Grant, Focus on Dance at Manhattan Middle School  
Boulder Chorale, FY15 Major Grant, One Song, One Boulder

**MATTERS FROM COMMISSION MEMBERS**

**MATTERS FROM STAFF**

FOR DISCUSSION: Manager's Update  
FOR DISCUSSION: Cultural Summit  
FOR DISCUSSION: Cultural Plan Launch Projects

**ADJOURNMENT**

**CITY OF BOULDER  
DRAFT BOULDER ARTS COMMISSION MEETING MINUTES**

**Date of Meeting:** Wednesday, Jan 20, 2016, at the Main Library

**Contact Information Preparing Summary:** Greg Ravenwood, 303-441-4397

**Commission Members Present:** Richard Turbiak, Linda Haertling, Ann Moss, Felicia Furman, Tamil Maldonado

**Library Staff Present:**

Matt Chasansky, Office of Arts and Culture Manager  
David Farnan, Director of BPL  
Greg Ravenwood, BAC Cultural Grants Coordinator  
Mary Fowler, Creative Sector Initiatives Coordinator  
Suzi Lane, Library Administrative Assistant

**Public Present:**

Mr. Tufani Mayfield  
Alexandria C. Dujarsin  
Katie Warner  
Amanda Berg Wilson  
Mr. Chris Seelie

**Type of Meeting:** Regular

**Call to Order** the meeting was called to order at 6:00 p.m.

**Agenda**

Added items:

- Art and Community Benefits
- Update on art installations in the community hospital.

**Review of Minutes**

Page 2, listed under Matters from Staff; sentence reading “Turbiak noted that the newly appointed commissioner for 2016 would not be able to review the project grants due to the timing of the process.”

Change this to read: “Turbiak **questioned the ability of** the newly appointed commissioner for 2016 to review the project grants due to the timing of the process.”

Minutes approved with revision. Vote 5-0.

**Public Participation**

None

**Grant Program Action Items**

Boulder Philharmonic Orchestra

Ravenwood’s email reply to Cynthia Sliker, Director of Community Engagement, regarding their late submission of their grant application:

*Hello Cynthia,*

*The Arts Commission met last night and discussed your letter and request, but ultimately none of the commissioners made a motion to re-instate the 20% funds that were lost due to the late Major Grant report. The report was approved, however, and the Philharmonic is again eligible to apply for funding from*

*the BAC, so the new application for Operational Grant funds can now move forward for consideration.*  
Greg Ravenwood  
BAC Staff

#### BMoCA, Art Stop on the Go

Moss: The description states that the amount of people affected was 351, where did they get this count?

Chris Seelie: The program is 15 students per class, which is the total.

#### FY15 R2 Spark Grant

Moss: We need to make sure we get results when they have their presentation.

Turbiak: This is was not complete. Let's push it back to them for a description.

Moss: They did the interviews, but we did not hear or see any of it. We need something for our records.

Haertling: We can ask them to send us links, documentation of the project.

Ravenwood, Fowler, and Chasansky will get together and ask them for documentation.

Motion to accept all grant reports. Linda Felicia seconded. Vote 5-0.

#### **Matters from Commission Members**

Moss wrote a letter to the City Council Members, asking them to identify the serious need for the city to establish clear standards that include the arts as community benefits at their upcoming retreat. Moss asked if we could get funding, from the two-way tax to start a project.

It was noted that a portion of the two-way tax is for public art. Policies must be in place before this can begin.

#### **Matters from Staff**

##### Workshop on Operational Grants Jury

The goal is for all commissioners to be on the same page on the decision we need to make.

##### Draft Innovation Grant Application

(Page 8 in packet) bullet points on The Test & Measures of Success: make this distinction clearer.

Maldonado: In Participation List, change "Participant" to Partner/Collaborator as "participant" seemed to suggest an audience member.

(Page 16 in packet). The last bullet point on Boulder Focus "Are you a Boulder organization..."

Change to "Are you a Boulder organization/individual..."

##### Grants workshop

January 26<sup>th</sup>, at 5:30 pm, in the Boulder Creek Room. We want two commissioners to speak to the group. Email Chasansky if you are interested.

##### Gallery Exhibition

Ravenwood explained that the exhibition in the gallery was funded by the Commission and is labeled as such. This Friday, a reception will take place and it would be nice if the commissioners could join the event.

#### **Adjournment**

The meeting was adjourned at 7:49 pm.

**Date, Time, and Location of Next Meeting:** The next Boulder Arts Commission meeting was scheduled to be held at 6:00 pm on Wednesday, February 17, 2016, in the Canyon Meeting Room of the Library's North wing.

APPROVED BY:

ATTESTED:

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Staff Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

TO: Members of the Boulder Arts Commission  
FROM: Matt Chasansky, City of Boulder Office of Arts + Culture  
DATE: February 11, 2016  
SUBJECT: Boulder Arts Commission Manager's Update



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1. Notes on the Agenda for January 20, 2016:

- Review of Operational Grants

At the February meeting you will make your decisions for the first round of our new grants program: the operational grants for large organizations. Attached please find the following process documents:

- A. Jury Process Flow Chart
- B. Preliminary Score Worksheets (Please note: we will be providing paper copies of these worksheets at the meeting for your use.)

- Attached please find an invitation to the Summit of Cultural Organizations No. 3. In addition to our discussion in the meeting, we hope that you will help spread the word to your networks; it is our goal to reach out to each and every cultural organization with this invitation for networking and leadership development.

2. Staff Updates:

City Council completed the annual retreat on January 22 - 23. Our projects were discussed to general assent and support for moving forward with this year's priorities in the Community Cultural Plan.

Staff continues to participate on the update to the Boulder Valley Comprehensive Plan.

The Civic Area working group will be reviewing documents for the design development phase of the park redesign. This includes the next steps in a "mini-master plan" for public art in the Civic Area. Staff will be working with the entire team to determine the best plans for any artwork relocations that need to be considered, establish criteria for the infrastructure to support cultural programming, and will begin preliminary planning for the first commissioning of new public art.

A group of city staff from a variety of agencies has assembled to support a grass-roots community effort regarding the former Boulder Community Hospital site. There is an interest to mobilize several creative ventures including oral history projects and public art installations to galvanize the community around the future use of the site.

- Grants, Organizational Support & Programs

Free Rent of Macky Auditorium and Supplemental Grants Approved:

- Greater Boulder Youth Orchestras, February 6, 2016/\$1000, GBYO Winter Concert
- Colorado Mahlerfest, May 21-22, 2016/\$1000, Mahlerfest XXIX

Staff continues to be hard at work with the grants application and reporting structures for both process and the website.

Work continues in anticipation of the February 22 Summit of Cultural Organizations. Details of this event will be discussed in the February meeting of the BAC.

- Public Art & Neighborhood/Community Programs

We have concluded our search for the Public Art Coordinator. With great pleasure we announce that Mandy Vink has accepted the position. Mandy has experience with the public art programs in Chicago and Denver, including a few years as Public Art Administrator for Denver International Airport (which tends to be a breeding ground for great minds in cultural affairs...). Most recently Mandy has been serving as project coordinator for the international commissions of artist Patrick Marold. Mandy starts on February 29, and will be introduced to the members of the Commission at the March meeting.

Work continues on the public art component of the Development Fees Update Study. A working group has convened to give advice on all aspects of the study, including the "Public Art Requirement for Private Developments" component. The results of the study and recommendations from consultants are expected in April.

Staff has begun the process to update the public art policy. We expect to present drafts for feedback from Commissioners at the March and April meetings.

Current Public Art Projects:

- *Experiments in Public Art Series*
- Ken Bernstein - 29<sup>th</sup> & Valmont Intersection Project (concept phase)
- Andy Dufford/Chevo Studios - Wonderland Creek Path Project (design phase)
- Christopher Muller and Ken Bernstein - Diagonal Highway Project (design phase)

- Creative Economy & Creative Professionals Programs

As part of the transition of Dance Bridge activity to better align with the Cultural Plan, we are partnering with Boulder County Arts Alliance (BCAA) for an online 2016 Dance Month calendar in place of a printed brochure. Dancers and dance organizations are being directed to submit their information directly to the BCAA calendar where a special April edition specifically on dance will be produced. A survey to Dance Bridge constituents will also collect information on the usefulness of the past printed brochure and feedback on this new online edition. This is also a "test" case for other art genres which might benefit from a focused campaign (e.g. Month of Photography, National Poetry Month, etc.), where we will look to partner with other Boulder organizations to raise the overall awareness of artists and their work.

Conversations have begun with a stakeholder group including a variety of city agencies on next steps for the municipal recognition of the NoBo Art District.

Staff members have begun to prepare a communications plan including revisions to the website.

A gathering was held with leaders of Boulder's municipal cultural programming. Plans are to share information and cross-promote projects and calendars, look for more areas of overlap and collaboration.

We are beginning discussions with stakeholders to coordinate a Summit of Practicing Professional Artists.

Coordination with the Boulder County Arts Alliance and the Small Business Development Center continue on potential partnerships for professional development programming.

- Civic Dialog Programs

Staff continues to plan the community outreach for the Cultural Plan, including a Launch Event tentatively set for April.

Current Research Projects:

- Arts & Economic Prosperity V
- Art Assets and Community Sustainability with CU Denver
- Cultural Asset Mapping
- Artist Census

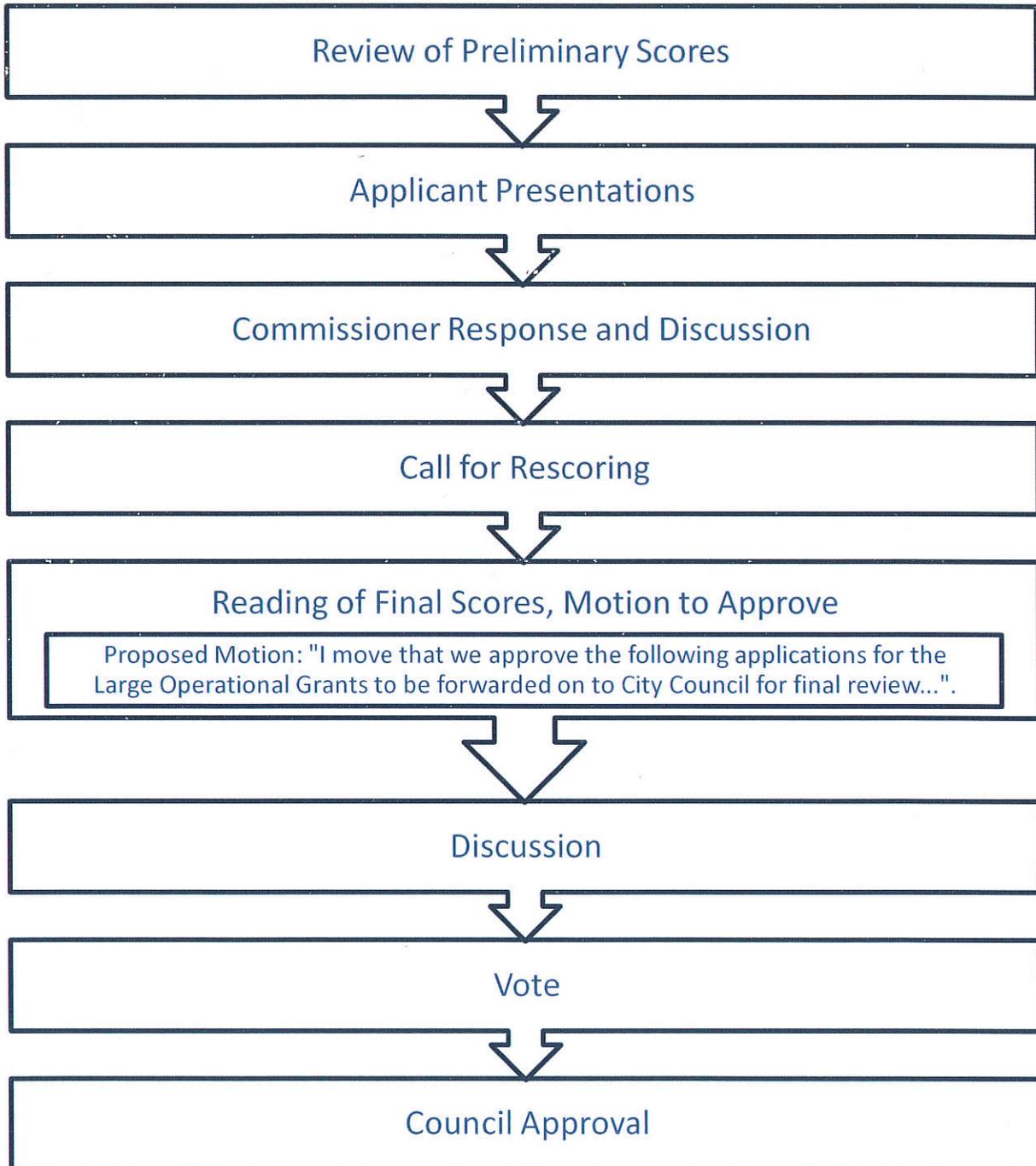
- Coming Up

Feb 22 – Cultural Summit – Main Library, Boulder Creek Room

Feb 24 – Online Review by Commissioners of Small Organizational Grants Begins

Mar 16 – Deadline for Applications to the Community Projects and Art Education Grants

Process Steps for Jury of Organizational Grants



## Boulder Ballet

Average of All Boulder Arts Commissioner Scores: 3.00000

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	2	3	2.33333
Felicia	4	4	3	3.66667
Richard	4	3	2	3.00000
Tamil	3	2	4	3.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks thoroughly to this criterion.

Good use of funds with focus on outreach and community. The diverse programs and acceptance of diverse body types are good. Seems like much of funding would be used to further expand what is already being done. I was wondering what would be done to engage people that might not know about, attend or appreciate ballet? Besides more programs and touring what will be done to draw a newer/more diverse audience?

The Organization is planning to increase the number of performances and outreach activities. Benefit of inviting visiting artists and adding touring the company will add to Boulder's creative identity.

Like Outreach and Community ideas, the idea of BB on the road. Are they also coming to different neighborhoods? Are they striving to reach and include diverse people, can they talk more about how they do it? Strategies?

#### Community Priorities Comment

Boulder Ballet commitment to community and outreach appears to align with the community's priorities as identified in the CCP - perhaps presented too broadly. Their application would've been stronger if they had addressed one or more of these priorities with more focus. I felt the examples got in the way of a more concise answer - being that the examples were already addressed in the prior Institutional Narrative. Also, how will Boulder Ballet impact these priorities

over the next three years - not just now? If we don't know what success looks like or what the Boulder Ballet is looking to specifically achieve, how do we know how any of these of these priorities will be impacted over the next three years of city funding?

Will have more programs that should benefit the community and you do try to have a supportive environment to dance. Please talk more about what you'll do that's innovation with innovative thinking - how will innovation programs and approaches be encouraged/done. Your programs do reach out to needy and going into schools is great but are there other ways that you gain an authentic expression of diversity? A breakdown of demographics of who attends your shows now and how you will make that more diverse would be helpful. If you got the grant what exactly would you do to help Boulder become an innovative world leader related to dance? Good that use bandshell in Boulder; are you planning to use other outdoor areas in Boulder?

Creates a supportive environment for artists. Amplifies the vibrancy of Boulder's cultural destinations--it is unusual that a town of Boulder's size had a professional ballet company whose dancer's have moved on to internationally known companies enhancing Boulder's cultural identity.

Are neighborhoods and communities exposed to BB other than the Bandshell/Schools? Support Professionals?, Advance civic dialogue?, support or collaborations with other cultural organizations? Reaching out to other organizations that has a relationship with underrepresented groups? (other than the schools)?

#### **Proposed Outcomes and Evaluation Comment**

Boulder Ballet's "attributes" to evaluate its progress are thoroughly listed. However, I don't see any outcomes that are specific or measurable. What exactly will success look like over the next three (to five) years? What are they specifically looking to accomplish? Their Logic Model may have been helpful to see.

Logic model seems good and highly focused on your organization. I like the way the evaluation is broken down with input, output and outcomes. Like to better understand how you know you've improved on the outreach to gain a broader/even more inclusive audience. Once you have the data that might show a need for change in an area - how will that be agreed to/done?

Has created a "basic logic model" to determine focus, uniqueness, audience definition, current perception and program successes. Not sure what this means. Would like more detail on the what and how much.

## Boulder Ensemble Theatre Company

Average of All Boulder Arts Commissioner Scores: 3.08333

	Capacity Building	Community Priorities	Evaluation	Average
Ann	4	3	3	3.33333
Felicia	3	3	4	3.33333
Richard	4	4	4	4.00000
Tamil	2	1	2	1.66667

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

Seems like this grant will help you significantly to reach your goals (e.g., full time staff, broader marketing, move toward getting a dedicated performance space for you and other performing groups/cooperatively, increase shows, increase diversity of artists). The grant seems clearly focused on how you need to move forward over the next few years to obtain your goals. Making BETC an even stronger anchor theater for Boulder, moving toward creating a new performance space in a cooperative manner and setting up a task force to really try to diversify you actors will all be excellent benefits to the community. Also, your move to early-on get a new space by working with Boulder - potentially at Civic Area or other neighborhood will help enhance the area at and around the space.

There are two issues around capacity: one is meeting the program/staff needs of BETC over the next three years and the other is a plan to secure their own space (rented or owned), which would be at least three years out. They mention partnering or collaborating with the city to create this space. At what stage are they in these discussions?

It seems to me that they are more focused towards providing their own space and provide space for others to afford. Don't see much into working on the other strategies of our city.

#### Community Priorities Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

BETC use of this grant should help contribute to many of the Community Priorities. Grant should give BETC support at a time that will be especially useful to helping them become more resilient. Moving toward and perhaps creating a cooperative space would help fill a serious venue gap and potentially help not only BETC but other performing art organizations. Should foster leadership by supporting only local artists and giving competitive wages. Expanding partnerships should help the community and expand types/diversity of shows - provide for more innovative exchange. Creatively having performances in unique venues like Fiske, Chamber and Mobile Play leads to more serendipitous/unique encounters with the arts and brings in diverse audiences. Creating Diversity in Culture Task Force a good start at trying to diversify and having readings that express diversity are helpful in addressing cultural diversity issues. Really like idea of any under 25 getting into shows free if empty seat. Mostly regional and not national/international. Still needs to increase captured market.

BETC meets the following community priorities. It creates a supportive environment for artists and creative professionals through their seasonal offerings and amplifies the vibrancy of Boulder's cultural destinations. They have also provided information about what role they might play in serving the strategies of the Office of Arts + Culture and have perhaps confused these with the Community Priorities. Have they talked to Matt about their plan?

They were focusing on creating venues for themselves and potentially other artists. They see the hiring of artists as the main vehicle to cover for supporting individual artists and creative professionals. Can they expand this view? They have collaborations, however collaborations with organizations of underrepresented sectors is lacking. I would like to know of their point of view in terms of civic dialogue, if any?. In terms of youth, I perceive more accommodation towards the children, what about teenagers? I would like to see more alignment with the Community Cultural Plan.

#### **Proposed Outcomes and Evaluation Comment**

Although my preference is to see specific outcomes and measures identified for this criterion it's also certain to me, using the thoroughness of their recently completed strategic plan as an example, that BETC is currently focused on their goal-measurement-evaluation strategies. Benefit is given for the transition from a very recently completed strategic plan to day-to-day implementation of these goal-measurement-evaluation strategies. (Though if 3.5 were an option...)

Good approach looking at Goal: measure, strategy and outcomes but some of them seem hard to measure so it'll be difficult for the BAC to understand if you truly have reached your goals. Perhaps expand a little more how you will measure success.

Evaluation strategy seems adequate.

What about outcomes in terms of impact to the general community? Evaluations from participants on how they perceived the Company's role.

## Boulder JCC

Average of All Boulder Arts Commissioner Scores: 2.50000

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	2	2	2.00000
Felicia	2	3	3	2.66667
Richard	2	4	4	3.33333
Tamil	2	2	2	2.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Anchoring BJCC on Arapahoe and Cherryvale offers a new level of arts, culture and vibrancy to the East Boulder community, as well as the Boulder community at-large. BJCC clearly shows it also has the capacity to do so. But I do have a few questions: 1) Budget increases by \$550K from 2015 to 2016, but 2016 budget lacks the detail as their 2015 P&L – particularly further clarity needed as to show the budget (income/expenses) impact of the new arts initiatives. 2) Further, BJCC expects to increase their operational budget by 27% - how is that expectation met while the fundraising for their building campaign has negatively impacted their operational fundraising. How easy is it to ramp up the latter? 3) A list of those on the new Art Curatorial Committee and their affiliations? 4) How does BJCC expect to attract new community participants to their new cultural arts center/activities? Marketing “plan”? 5) No strategic plan submitted.

The Art Gallery Space, Art Studios and Artist-in-Residence program will provide new benefits to the community. However, I'm unclear how you draw people, beyond the Jewish culture, into the facility to appreciate the new art environments? How will you market the center to the broad diversity of people in Boulder and beyond ?

Their focus is Jewish culture not a mixture of many cultures that may be represented in Boulder. However a grant would increase the capacity of the organization and will encourage sustainability. The addition of gallery space and other rooms for art and art making are new community benefits.

"This grant will enable us to create a space for artists and creative professionals to teach in the Studios and as Artists in Residence (while being paid) as well as display their work in the Gallery." They are mentioning the funding will go mainly toward creating the space, but it is limited, and

they have the physical space already.

### **Community Priorities Comment**

Application speaks clearly and thoroughly to this criterion.

This new facility should amplify the vibrancy of cultural destinations in Boulder, for the Jewish culture in particular. The new building looks especially attractive and should help revitalize the East Araphahoe corridor. Will any spaces be open for rent/use by entities other than members of the JCC? Will the serendipitous encounters be for those that enter the building and see the art in the lobby and elsewhere in the building or will the art also flow outside so anyone passing by can see public art? I understand there will be innovative art programs; what are some examples and who are those programs open to? Seems like programs are heavily focused on Jewish culture; are there programs that provide authentic expressions of diversity and help people learn about diverse cultures?

There are possibly several Community Priorities that they can contribute to but again theirs is a single overriding focus. Are art activities all related to learning about Jewish culture? Will they invite local artists to participate? Would there be a selection committee with artists in the community?

I would love to see a more inclusion in the space, not only in art disciplines.

### **Proposed Outcomes and Evaluation Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

The evaluation strategy does have some measurable components. However, how will you decide which programs/events/shows are working well and where new focuses need to occur due to gaps in programming? How will you know if you've reached the "highest level in creative and innovative programming?" I'm not sure how you'll know how to respond proactively to the needs of the community?"

Adequate evaluation method.

What about quantitative data? In general I would like to see more inclusion /diversity in their community. Build partnerships with other ethnic groups or organizations? Negative budgets (?) Maybe they should ask to be supported on specific events – they can better apply to Cultural Events Grants

## Boulder Museum of Contemporary Art

Average of All Boulder Arts Commissioner Scores: 3.55556

	Capacity Building	Community Priorities	Evaluation	Average
Ann	CONFLICT	CONFLICT	CONFLICT	CONFLICT
Felicia	4	4	4	4.00000
Richard	3	3	2	2.66667
Tamil	4	4	4	4.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly and thoroughly to this criterion - though no formal strategic plan was submitted.

The grant will allow for expanded outreach and programs for special populations that will increase participation in the arts. Expanded programs of international recognition will attract more funding locally and nationally like the NEA. Inventive collaborations with nationally known art programmers like Marda Kirn solidify the museums place among noted contemporary museums in the country. Would like to have seen strategic plan (optional.)

Suggestion: Enhance Communication, support and partnerships with underrepresented ethnic organizations. Discuss artists that can be brought/exposed to the area.

#### Community Priorities Comment

Application speaks clearly, thoroughly, and with focus as to how BMOCA speaks to this criterion - now. But how is this impacted over the next three years? If we don't know what success looks like or what BMOCA is looking to specifically achieve, how do we know how any of these of these priorities will be impacted over the next three years of city funding?

Contributes significantly to all community priorities of the CCP. BMOCA especially amplifies the vibrancy of Boulder as a cultural destination with nationally important collaborations.

Would like to see more communication/support and even partnerships between BMOCA and cultural organizations to bring artists they want to have in the area. Also accessibility to have events at the space.

**Proposed Outcomes and Evaluation Comment**

BMoCA presents a thorough method in which success of its programs are evaluated. What I'm not seeing are the outcomes that are specific or measurable. What does success look like over the next three years? What are they specifically looking to accomplish?

Evaluation strategy is aggressive and methodical. Especially impressed that one of BMOCC's stated commitments is toward the implementation of the Community Cultural Plan as well as taking leadership in supporting SCFD and Civic Center Plan.

How do you evaluate attendance of underrepresented groups? Any demographics available?

## Boulder Philharmonic Orchestra

Average of All Boulder Arts Commissioner Scores: 3.08333

	Capacity Building	Community Priorities	Evaluation	Average
Ann	3	3	3	3.00000
Felicia	3	3	3	3.00000
Richard	4	4	4	4.00000
Tamil	3	1	3	2.33333

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

Getting a new Community Engagement Director and Director of Development should help the Phil in many ways and becoming nationally engaged should provide a great opportunity for exposure. However, I'm still not completely clear what you will do to get new audience members. It seems like the Cross-genre Pop helped toward getting new audience members, what will you do program wise with this grant to grow your audience?

The application adequately makes the case that an operations grant would increase the organization's sustainability and resiliency by adding two additional staff development positions. This application was very difficult to read. I scored this section a 3 because the answers were muddled.

#### Community Priorities Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

It seems the grant will help you with outreach, expansion in programming and hiring quality musicians and guest artists. This should help you gain even more reconnection and help Boulder become a innovative leader in the arts. But can you elaborate on how the grant will help you become more innovative and foster innovative thinking? Also wondering about how you will build a more diverse audience to positively contribute to the authentic expression of diversity.

In the first part of response, the applicant clearly makes the case that an operational grant would increase organizational resilience, which would enhance their ability to benefit the community. I

scored this section a 3 because although other priorities were referred to, it was difficult to determine the specifics of the Phil's role.

I am not sure about the inclusion/diversity piece. How neighborhoods are getting involved? How they are including civic dialogue, and how they support individual artists/professional development? Are they engaged or support other cultural organizations? % of demographics that have been part of their community. "Dress rehearsals" invitations for underrepresented groups, what about inviting undeserved individuals to the actual events (not a rehearsal only). Suggestion to create programs to go to neighborhoods, conversations with artists for civic dialogue.

**Proposed Outcomes and Evaluation Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

Approach to do have quantitative and qualitative analysis is good but please help me better understand how you will actually measure success.

I did not see specific goals identified--no indication of how the evaluation would impact organization.

## Colorado Chautauqua Association

Average of All Boulder Arts Commissioner Scores: 1.91667

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	2	1	1.66667
Felicia	3	3	3	3.00000
Richard	2	2	2	2.00000
Tamil	1	1	1	1.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Chautauqua's application offers how increased BAC funding will benefit the community through their efforts in increasing accessibility (and diversity) through stable, affordable ticket prices and exploration of alternative transportation options to their venue(s) - goals well-communicated through its strategic plan. But the application would be stronger if we knew for whom are these barriers to attendance are being addressed. What members of the community are they looking to accommodate thereby expanding their audience base? Further, what is meant by diversity? There appears to be no meaning within the context of this application.

I understand that the funding would help with overhead and event production costs and might help keep ticket prices low but could you provide examples of what kind of programs would be sought after due to extra funding and how and who would you reach out to help generate different audiences and people of diversity? Seems like you have a large budget that could already be spent on diversifying programming, providing reduced priced tickets to a diversity of needy people and testing transportation options; why can't those things you're proposing happen now? I guess I need a better understanding of the costs of programs that this grant will cover that can't currently be covered?

Don't see innovation, growth, or new artistic community benefits or new ways to support local artists. Grant would increase sustainability with lower ticket prices, but what happens when grant runs out.

I see collaborations could be expanded to include underrepresented groups/cultures. Suggestion to offer their venue(s) to support cultural organizations (small/med)/ Individuals that could bring diversity to their programming. Relationships between Chautauqua and neighborhoods?, how

are they incorporated with the rest of the community? Plan of outreach? How can they provide civic dialogue at their place, and how are they engaging the youth?

### **Community Priorities Comment**

Chautauqua has successfully positioned itself as one of Boulder's premier cultural presences. It is well earned. Perhaps by default its strategic goals would broadly align with a number of the community's priorities as identified in the CCP. However their answer to this criterion appears to be very similar to what they say under "capacity building." Their application would have been stronger if they would've addressed one or more of these priorities with more focus.

More specifically how will the funds help foster innovative thinking and leadership and provide an authentic expression of diversity? How will the funding be used to help Boulder become an innovative world leader? With this funding would you be able to focus more on creativity in the public realm? Is there anything more you might be able to do to help fill in the gaps related to cultural destinations, either indoors or out?

Addresses issues of access and affordability.

Can the show a more clear alignment with the needs that are exposed in the cultural plan? How are they expanding their programming to accommodate the needs? How can they contribute with enhancing venues for underrepresented artists/groups/organization? How are they reaching to underrepresented sectors in the arts?

### **Proposed Outcomes and Evaluation Comment**

Chautauqua's methods to evaluate its progress appear to be clear and well thought out. However, I don't see any outcomes that are specific or measurable. What does success look like over the next three years? What are they specifically looking to accomplish?

It seems like understanding the outcomes of ticket prices is the key element being evaluated. Will this information be used to try to figure out new programs and to better understand who your audience is? How will you evaluate those elements? It seems like transportation issues are extensive during some events, wouldn't you want to allocate some funds to definitely implement some possible solutions, even if you'd have to cut back somewhere else?

Evaluation will show increases in ticket sales over the years through subsidized ticket prices.

It seems to me that they are evaluating their success on tickets sells. I would like to know if they are interested in expanding their audience, specially with underrepresented individuals/sector of our communities, expand diversity and if they can build on demographics that show their improvements.

## Colorado Film Society

Average of All Boulder Arts Commissioner Scores: 3.44444

	Capacity Building	Community Priorities	Evaluation	Average
Ann	CONFLICT	CONFLICT	CONFLICT	CONFLICT
Felicia	4	4	4	<b>4.00000</b>
Richard	3	3	2	<b>2.66667</b>
Tamil	4	3	4	<b>3.66667</b>

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly and thoroughly to this criterion - though no formal strategic plan was submitted. Further, CFS/BIFF is directing grant funds toward what appears a major marketing/development initiative. Submitting a marketing plan would have made this application stronger.

The applicant's past success and description of future goals provides convincing evidence of continued innovation, growth and creation of new community benefits.

#### Community Priorities Comment

Application speaks clearly, thoroughly, and with focus as to how CFS/BIFF speaks to this criterion - now. But how is this impacted over the next three years? If we don't know what success looks like or what CFS/BIFF is looking to specifically achieve, how do we know how any of these of these priorities will be impacted over the next three years of city funding?

BIFF'S application lists three of the Community Priorities that it contributes to. Tthe organization is a prestigious "amplifier" of Boulder's vibrancy as a cultural destination and incubator.

Suggestion: More expansion into neighborhoods and non-traditional venues, making it more accessible for underrepresented population. Eg. Bringing it to a park, open spaces in their neighborhood.

#### Proposed Outcomes and Evaluation Comment

CFS/BIFF presents a thorough method in which success of its initiative will be evaluated. What I'm not seeing are the outcomes that are specifically measurable. What does success look like

over the next three years? What are they specifically looking to accomplish?

The applicant evaluation strategy plan seems more than adequate for measuring their progress toward achieving their well articulated goals.

I hope they "implement the public survey -2016 this will involve a pre and post survey of current C2A organizations, analysis of data, and program change implementation based on analysis"

## Colorado Shakespeare Festival

Average of All Boulder Arts Commissioner Scores: 2.41667

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	3	1	2.00000
Felicia	3	3	4	3.33333
Richard	1	2	1	1.33333
Tamil	3	3	3	3.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Too much information irrelevant to this criterion is provided here - already communicated in the Institutional Narrative. Focus should be on use of these grant monies – to hire a part-time staff member to provide operational support for CSF outreach programs. That said it appears that this new part-timer will have a lot sitting on their shoulders. How do you tie into this one position CSF's sustainability and resiliency; possible innovations, growth, or new community benefits – an additional 6K community members served? Also no strategic plan was submitted. Score currently impacted by current CU policy - understanding is that 54% of this grant (and all grants received) goes directly to the University. Would like to see this point addressed and elaborated on. Is this the proper policy to be followed or is this policy being skirted around somehow? Is there another explanation?

I understand a part-time staff person would be added for operational support. However, I'm unclear what new programs will actually occur due to that person and actually how he/she will reach out to get your use up 6,000 new members a year. I didn't see your strategic or master plan that you're using as a guide for the next few years - what are you using to give you direction?

Needs only a part time staff person to "increase impact within the community, involve more Boulder residents, and bridge the gap between city and university. Has that been an issue? Don't see large increase of capacity, sustainability or resiliency. Note success of Shakespeare & Violence outreach program.

I really like: "to bring on a part-time staff member - offer operational support to programs that directly impact Boulder residents: public lectures, invited dress rehearsals for underserved

populations, after-school programming, and classroom workshops for Boulder schools. At the end of this three year grant, we expect this position to be permanently self-sustaining." What about inviting underserved populations to the event (not only dress rehearsals)

### **Community Priorities Comment**

CSF offers more information than seems necessary, or plausibly attributable to the use of these grant monies – the hiring of the part-timer. A simpler answer to how hiring the part-timer partially factors into CSF's success in meeting the community's priorities would've been better.

School programs seem really good. Please expand on the priorities that the Shakespeare Festival will address. What will occur to help with diversity of actors, staff and audiences? Please provide a little more information on how the Festival will get to be nationally renowned for Shakespeare performances, plus I'm not quite clear how a deepened relationship with the community of Boulder will occur - examples of exactly what you'll do would be good? What will you do so more of community want to come to classical plays and hear lectures?

The grant request is for a part time outreach position that will support the resiliency and sustainability of CFS. Indirectly supports other priorities eg ability of culture to positively contribute to the economy, increase social offerings and amplify vibrancy of Boulder's lively mix of arts activities.

I could read through their description that they have collaborations with organizations that in particular bring subjects for discussion like bullying, also they add to public art program, have active programming at schools, library (would like to see more in neighborhoods), students can develop skills with artists / youth is involved. However this was not really well explain on the specific question. I like the funding will directly impact community.

### **Proposed Outcomes and Evaluation Comment**

This answer appears to be overstated and therefore inadequate. CSF needs to align this criterion to the outcomes, measures, and evaluations against the use of the grant monies – the hiring of the part-timer. As this application is presented perhaps it would've been better to offer what will be expected of this new part-timer – their proposed performance plan or outline – and how that partially factors into the success of CSF.

Approach seems somewhat subjective and not easy to measure. I see how you're going to track the data but then how do you use your findings since there's little that's really measurable and how will you know when you've succeeded in reaching the intended goal?

Goal is to deepen reach into community and primarily measures eventual growth of audience through community outreach.

## Conference of World Affairs

Average of All Boulder Arts Commissioner Scores: 2.41667

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	2	3	<b>2.33333</b>
Felicia	3	1	3	<b>2.33333</b>
Richard	3	4	4	<b>3.66667</b>
Tamil	2	1	1	<b>1.33333</b>

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly, thoroughly, and specifically to this criterion. Score currently impacted by current CU policy - understanding is that 54% of this grant (and all grants received) goes directly to the University. Would like to see this point addressed and elaborated on. Is this the proper policy to be followed or is this policy to be skirted around somehow? Is there another explanation?

I'm sure this grant will increase your capacity to meet your goals and help you be more sustainable but please elaborate more on what innovations you will implement that truly benefit the community in new ways related to the arts. It seems about 20 of the 100 speakers for 2016 are directly related to the arts, therefore the vast majority of the conference relates more to other topics. It appears changes are definitely happening related to CWA from former years. This may be good but perhaps we need to see how it all unfolds this year before jumping in with a large organizational grant. At this time this project seems more appropriate in the Community Project Grant category. I think it might be better to start more slowly and carefully and watch this year's conference to see how it does related to the arts and how it benefits a broad demographic. It seemed, in earlier years that speakers often knew the subject for one panel well and then were expected to cover numerous other topics they know less about, making other panels less valuable. Will the panels be developed differently this year?

Innovations made possible by grant will include travel grants to improve the quality & diversity (and perhaps quantity?) of artists invited to the CWA. (Who is on the selection committee?). It will allow them to offer innovative but often costly artistic exhibitions and installations. (Who will curate these?) The grant will increase capacity to reach new communities in Boulder that are under-represented including persons aged 25-50 & Latinos. (Consult with Immigration + Arts group?). Grant monies monies would support an Outreach Coordinator. These innovations will help increase capacity and meet goals of strategic plan, which is not inclusive of arts and culture as specific goals.

Need Outreach Coordinator? – to reach under-served populations. Could it be the same coordinator of

the whole event? They just need to diversify.

### **Community Priorities Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

CWA does reach out to diverse populations related to speakers. Adding assistance to lower-income speakers is good. Please elaborate on how you will reach out more to the community to obtain additional community financial support and diversify attendance demographics. I'm also wondering how you'll get greater involvement from the faculty so they encourage more of their students to attend the conference? I was on the CWA Arts Committee a few years ago and didn't find it really helped much in enhancing the local art community and what we could do seemed somewhat limited; perhaps that committee works differently now and has a broader scope? I understand you're allowing innovative exhibits/installations which I don't believe occurred before, please elaborate on what that will be. What will you do to get more international recognition and exposure to Boulder as an innovative world leader in art and cultural matters?

The CWA is a unique event that contributes to several Community Priorities. However, my concern with funding it with BAC monies is its distance from the arts and humanities. "World affairs" does not necessarily mean culture. Many like the jumble of events, topics and presenters, but it seems not well curated. Presenters are put on panels outside of their expertise, which seems disrespectful of the panelist and audience. Artists have not had a significant presence in the past because either they can't afford the travel or they are not invited. It is wise to consider travel stipends as well as collaborations with local art organization's to extend culture and arts to Boulder in a cost effective way. Finally, there are no artists on the advisory board. And no humanities scholars as defined by the National Endowment for the Humanities. Arts and culture don't seem to be included in the strategic plan. Regarding improvements, need more information about the "costly artistic exhibitions and installations."

The mentioned placing some CWA sessions off campus to enhance their accessibility for Boulder residents who cannot leave work for more than a short period or who may be daunted by the effort required to go to campus, What about enhancing accessibility in neighborhoods of underrepresented populations? Enhancing on age representation?

### **Proposed Outcomes and Evaluation Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

Looks like a good evaluation strategy and measurable results. Please elaborate a little more on the strategies you will use to reach the results you desire.

How will you measure the impact of the new Travel grants? How will you measure the impact of costly artistic exhibitions and installations? How will you measure the increase in your capacity to reach new communities in Boulder that are under-represented including persons aged 25-50 & Latinos? How will you measure the impact of the Outreach Coordinator, a position not funded by the University?

I believe they should apply for the Community Projects Grants instead of the Operational Grant Great attendance an impact – Mainly seniors and retirees, how can they work to build on other age and ethnic audiences? I like that is thematically diverse and they use the Community Foundation Trends Report. How can they diversify more on the artistic representation? Suggestions: Surveys on Demographics and how they would like to change their numbers, involve more youth and underrepresented ethnic groups.

## eTown

Average of All Boulder Arts Commissioner Scores: 3.50000

	Capacity Building	Community Priorities	Evaluation	Average
Ann	4	4	4	4.00000
Felicia	3	3	3	3.00000
Richard	4	4	4	4.00000
Tamil	3	3	3	3.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly, thoroughly, and specifically to this criterion. The "strategic plan" developed in 2015 - would've like to see it submitted as part of the attachments.

The grant could go a long way to move eTown to the next phase and create a more sustainable organization that is a benefit to not only Boulder but to the world. By increasing local use to a broad diversity of people eTown will help the community and help local artists succeed. By strengthening staff for marketing and programming, eTown should become better recognized locally, regional and nationally. The TV pilot project sounds excellent yet somewhat chancy but by taking a chance we may all get something great.

Grant offers innovation and several new community benefits that are supportive of local artists and arts organization. Not sure that the risky sounding \$20,000 television project is where BAC should put monies and I don't entirely understand benefits of the video productions but the the \$20,000 for increase local use of space and other support of local artists seems very attractive. It would increase capacity, sustainability and resiliency by making ETown attractive to local funders and sponsors. Also support increase staff for marketing 25th Anniversary, to draw more attention to ETown nationally thus more funding.

Love the Community Arts Series concept – Can they be expanded to neighborhoods and underrepresented groups? Build staff, pilot TV – new Need to diversify

#### Community Priorities Comment

Application speaks clearly, thoroughly, and specifically to this criterion. Kudos to eTown for not only speaking very well the community's priorities via the CCP, but also being perhaps one of the

very few BAC grant applicants to the put into actual practice all three key points in city's overall sustainability model - social, economic, and environmental.

This meets two really important goals exceedingly well. First - eTown is an international success that with some funding well spent, could become an even more widely know entity with a wonderful mission. It has already helped Boulder become known around the world related to the arts and environmental sensitivity. Second - eTown provides critically needed performance space for the a broad diversity of entities - this facility helps the city fill a much needed gap. With a recording studio and all the diversity of programs existing or proposed this facility could help many artists and other collaborative art related entities. Since eTown is well respected on the radio and could be on TV it will directly promote Boulder in a positive way.

Grant would directly create supportive environment for artists and could prioritize civic dialogue about the ability of culture to positively contribute to the economy, social, offerings and the environment through collaborations. ETown contributes to Boulder's creative identity and amplifies the vibrancy of Boulder as a cultural destination. Grant could fill in gaps and address issues of access and affordability.

It would be great if they can incorporate youth more extensively and also underrepresented musicians, groups, cultural organizations, community Suggestion: Enhance programming targeting underrepresented populations youth, ethnic, bilingual programs. Would like to see more events in neighborhoods and involving diversity/underrepresented groups and youth

**Proposed Outcomes and Evaluation Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

Clearly measurable benchmarks. Evaluation strategy seems good since it'll be quarterly and monitored by CEO and then adjusted as needed quarterly.

Goals not specified. Strategy seems a adequate.

I would like to see evaluations on increasing diversity and other musicians that represent other ethnic groups in our community.

## Frequent Flyers Productions

Average of All Boulder Arts Commissioner Scores: 3.50000

	Capacity Building	Community Priorities	Evaluation	Average
Ann	3	3	4	<b>3.33333</b>
Felicia	4	4	3	<b>3.66667</b>
Richard	3	4	4	<b>3.66667</b>
Tamil	4	3	3	<b>3.33333</b>

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly and thoroughly to this criterion - though no formal strategic plan provided.

Since FF is really at a turning point, having moved into a two studio space and re-evaluating how they move forward, this grant should help them significantly to meet their goals and help them stabilize. It seems the grant would really help them sort out how best to run the educational programs, help professionals and create the highest quality programs. I'm not sure of the innovations that will occur? It seems their biggest needs are organizational.

Applicant is very clear about needs for growing capacity and appears to have the energy and professionalism to increase its sustainability. Its community programs are expanding to the point of needing to add more space for classes and outreach activities. This application was well written and very clear and I thank the writer for their clarity and succinctness.

#### Community Priorities Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

This grant should help you become more sustainable which will benefit the community that follows FF. With this grant it seems more time can be spent on helping the professionals and hopefully foster innovative thinking - although that wasn't really mentioned. I'm not sure how well FF speaks to the expression of diversity but it does reach out to different ethnic groups in its educational programs. FF does seem to go beyond Boulder and helps broaden the City's image of innovative arts.

The applicant has demonstrated its contribution to three of the community priorities. An operations grant would improve resiliency and sustainability. The organization is supportive of artists and creative professionals. It especially supports Boulder's creative identity. It is both a local and international base for artistic development of this unconventional art form.

How can they expand programming or shows for the neighborhoods/communities- more accessibility. Also partnerships with other cultural organizations. They are engaging the Youth however they did not mention it on this part.

**Proposed Outcomes and Evaluation Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

The evaluation strategy seems good. The process to measure outcomes is measurable yet includes a qualitative component.

Would like to have seen stronger plan for evaluating artistic quality.

# KGNU

Average of All Boulder Arts Commissioner Scores: 3.41667

	Capacity Building	Community Priorities	Evaluation	Average
Ann	3	3	3	3.00000
Felicia	4	4	2	3.33333
Richard	4	4	3	3.66667
Tamil	4	4	3	3.66667

## Questions and Comments from the Arts Commissioners

### Capacity Building Comment

Application speaks clearly and thoroughly to this criterion.

Your goals are clear and with BAC funding and good management seems your desired changes could happen. Implementing your goals should help the communities of Boulder and Denver be able to get their voices heard through music, poetry and many other art forms. I like that you'll expand the volunteer training program which will not only make the station better but help the volunteers. Excellent that really reaching out to diverse populations with hiring, programming and languages. I understand it's hard to do forward thinking when one must concentrate so heavily on day to day programs so with new hires in volunteer training and a development director, improvements should be able to more likely occur. How much more extensive will volunteer training be; how accomplished? How can be assured that the highest quality programming will result?

KGNU will hire more staff which will increase capacity of the organization including a bi-lingual director. There will be a new Latino program.

### Community Priorities Comment

Application speaks clearly and thoroughly to this criterion.

I really like that you want to innovate a stagnant media landscape so KGNU can become more creative and reach out to a broader audience. If your goals are implemented you should be able to reach many of the Cultural Plan goals like creating a supportive environment for artists through exposure and radio training. Broadening the programs and diversifying your staff and volunteers should improve the authentic expression of diversity. You seem to be succeeding in

doing this. Hopefully over time KGNU will become a quality example in CO and beyond as an innovative place to learn about diverse cultural matters, with a strong focus on the arts. Really do need to focus on teaching volunteers to improve all elements of the station. It's great to have a building in Boulder which should amplify the vibrancy of Boulder's cultural destinations related to the live music studio performances, other programs and daily operations/programming. Any examples of new programs considering to draw a broader market sector?

The proposal adequately describes the Community Priorities they will contribute to.

**Proposed Outcomes and Evaluation Comment**

KGNU's methods to evaluate its goals are clear and thorough. And KGNU offers a picture of what success will look like, what they're looking to achieve, in their Strategic Plan. But I don't know what the baseline they're stepping off from is. If that was provided, the application would provide a better picture of their progress to date and what their progress will look like over the next three years.

The SWOT approach to evaluating your success seems good. Can you explain a little more how you will actually "measure" your results so you truly know what and where changes are needed and where successes have occurred?

Doesn't list evaluation goal or the measures by which you will understand progress toward those goals.

Any surveys/suggestions from the general public ? Influencias Program is not mentioned – Great radio show. Do they need the money in comparison with other applicants? Love they served a very diverse population, have different programs towards including the youth and other ethnic groups that are undeserved.

## Museum of Boulder

Average of All Boulder Arts Commissioner Scores: 3.00000

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	2	2	2.00000
Felicia	4	4	4	4.00000
Richard	3	4	3	3.33333
Tamil	2	3	3	2.66667

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application offers a list of strategic goals that speak clearly and thoroughly to the criterion - though no current formal strategic plan was provided.

At the current stage of the museum this grant would obviously really help with resiliency, at least for the next three years and some community benefits should result. However, how will you be inventive and creative in a way that draws people into the museum? The statistics on attendance at history museums shows serious declines and I don't really see what you're proposing, besides the maker space, that will be a big draw; please expand on the innovative programming you're planning. Also, I understand maker spaces draw a certain user group. How will you draw a diversity of people into the museum year around and build long term sustainability in your clientele?

MOB is a copious addition to the Boulder cultural community. The application has ably demonstrated that an operations grant would increase the capacity, sustainability and resiliency of the organization with adequate staffing. Multiple community benefits will will be made possible by an award.

#### Community Priorities Comment

Application speaks clearly and thoroughly to this criterion. (Though if 3.5 were an option...)

This museum will fill the community priority of creating a new cultural destination but please help me better understand how it will be vibrant, alive and project great new energy into the city. Could you please better explain how the museum will create a supportive environment for artists? I understand there will be historical exhibits about music and entrepreneurs that would

recognize their innovative thinking but what will you do that is innovative in relation to exhibits, programs and support for artists? Please help me understand a little more about how you will draw a diverse crowd and ensure adequate use when it opens and into the future. What will you do to help develop Boulder's creative identity that will lead to us becoming world leaders in cultural matters? Please tell me a little more about how you will integrate into the community of Boulder to become a strategic location for many; will many art related organizations be able to rent space from you for special programs?

The application demonstrates that all of the Community Priorities will be served.

**Proposed Outcomes and Evaluation Comment**

There's a certain lack of specificity missing in the goals-measures-evaluations strategy asked for in this criterion. Some goals show what success would actually look like and how to evaluate that. Others don't. Though I will acknowledge a critical part of MOB's operational transitioning over the next three years may provide for more expanded measures and the means to evaluate them.

Your strategies seem appropriate but - in addition - I was wondering how you know what exhibits and programs are working well and why? Please help me understand a little more about how you will define the types of programs and exhibits to develop in the future and how they should be designed/presented? How will you know what user groups are attending the programs and exhibits and which ones aren't - how will you know where to focus to broaden your attendance and funding? What will you do to draw in people where you see gaps? Perhaps it's premature since you don't have a Development Director but at least some since of how you will be gathering that information to know outcomes would be good for us to know.

The application was very specific about its evaluation strategy and and how the use of such measurements will provide information for understanding progress.

~~Suggestion to survey public.~~

## Open Arts

Average of All Boulder Arts Commissioner Scores: 3.33333

	Capacity Building	Community Priorities	Evaluation	Average
Ann	4	4	4	4.00000
Felicia	4	4	4	4.00000
Richard	1	2	1	1.33333
Tamil	4	4	4	4.00000

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Open Arts has experienced a drop in its total revenues to below \$200K - making it more appropriate as a small/medium organizational grant applicant - due to the loss of the Open Arts Fest and the transitioning to the Mobile Art Lab. But it's vague as to how Open Arts will accomplish that 37.4% increase in revenues - from \$168.1K in 2015 to \$231K in 2016. Further, Open Arts states what the grant funds will be used for but doesn't offer how? No strategic plan submitted. "Updated strategic plan" - was there an earlier one? Further, Open Arts' initiatives require major marketing - submission of a well-developed marketing plan may have made this application much stronger.

Seems to be moving forward in a highly positive way and this grant could help stabilize, enhance and improve the existing programming already doing well. Really like that this Open Arts truly strives to bring art to placing most missing those opportunities like Thistle and different programs for youth than they have in school. Mural program should help viably tell stories of different communities in Boulder. Like all the diversity of visual art programs Open Arts has and that pay artists to teach and provide opportunities for artists to make \$ off their work. Like that moving toward digital info like the way finding map during Open Studios. Like that the artist community itself is supporting OA more - all seems like a healthy path we can help advance significantly.

This application demonstrates that there will be an increase in capacity of the organization specifically in their programming throughout the rest of the year and "and making the Tour even better." Last statement a little vague.

Funding Directly related to – "brings process-oriented art directly to the communities most missing these opportunities" They are working on all strategies, specially in trying to bring arts to

the neighborhood and underrepresented groups.

### **Community Priorities Comment**

The application states, "During the cultural plan survey conducted by the city of Boulder, Open Studios was repeatedly cited as one of the premier artistic attractions within the city." I agree. But the application does a poor job of aligning Open Arts' broader range of programs with the community's priorities as per the CCP.

Helps meet many priorities well; clearly supports artists and helping build a stronger visual arts community, helps city obtain a more authentic expression of diversity (e.g., mural program), OA helps people encounter art serendipitously and brings city's artists alive throughout the city. Definitely amplifies vibrancy but only for a couple of weekends. Anything in works to have visual art beyond the walls to help enhance city's vibrancy related to visual art during more times of the year? How get the programs, especially Open Studios and Rembrandt Yard displays more well known beyond the boundaries of the city to a broader/wider market - greater than 30% outside Boulder?

The applicant's programs contribute to several of the Community Priorities, especially creating a supportive environment for artists and creative professionals.

Suggestion to expand partners/collaborators. Identify more organizations that work with under-served sectors.

### **Proposed Outcomes and Evaluation Comment**

I'm looking for the application to offer a more robust evaluation strategy. As presented the evaluation methods seem passive - not just what information is gathered, but how it's gathered and how is it used? What prompts actions? Also we do not know what success would look like - what are they looking to achieve specifically? How will 1,2,3 years from now look like from what it looks like now? Providing current baselines to step off from would've done a lot to help anchor the application.

Like your very specific approach to evaluating the success of each program. Seems measurable while still getting qualitative information.

Evaluation strategy is clear.

They started from an event (of 2 weeks) kind of structure and have grown to an organization with great impact in the community.

## Parlando School of the Arts

Average of All Boulder Arts Commissioner Scores: 3.75000

	Capacity Building	Community Priorities	Evaluation	Average
Ann	4	3	4	3.66667
Felicia	4	4	4	4.00000
Richard	4	4	4	4.00000
Tamil	4	3	3	3.33333

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

Clearly indicates how the grant will help with Capacity Building - very clear. Clearly states where the increase in capacity will occur from increasing the number of programs in all areas of concentration to leveraging the BAC funds, plus additional outreach that will help in a multitude of ways. Like use of funds for increasing paid for teachers and positive visibility. Really like that will use to create new innovative programming and keep the successful ones alive.

They are eager to grow and expand their programs. They focus on artistic excellence, which amplifies the vibrancy of Boulder as a cultural destination. Adds to Boulder's livability and makes it an enticing place to live and move to. The new monies will support their resiliency and sustainability and benefit the community by expanding their offerings and focusing on artistic quality.

#### Community Priorities Comment

Application speaks clearly, thoroughly, and specifically to this criterion.

Clear outreach to the entire community with a special focus on groups in need like youth, outreach in schools, people with disabilities, seniors, low income. This approach should enhance many diverse populations in the community and help provide an authentic expression of diversity. Helping students get into the best collegiant programs help expand build the creative identity of Boulder beyond our boundaries. Since people that can't afford to pay can still take the classes these programs provide access for all. Please give a few examples of classes that reach out to diverse population's desires like people that might like hip-hop, rap, unique instrument

instruction, etc.

Supports resiliency and sustainability and growth. They are advancing music as a career program for locals. They create a supportive environment for artists and support innovative ways to reach out into the entire community. They fill in gaps and address issues of access and affordability. Seeking to work with outside artists from CU and those traveling through the community indicates increase in artistic quality and demonstrates what a professional career in music can look like. Could become an innovative world leader in music education. Creates a supportive environment for artists

Excellent explanations and very well aligned with our cultural plan. I would like to see more collaboration, and if they can add music from different countries/cultures. Also interested to know if their programming can be expanded to neighborhoods other than the schools.

**Proposed Outcomes and Evaluation Comment**

Application speaks clearly, thoroughly, and specifically to this criterion.

Like the highly quantitative, highly measurable approach. The approach shown should make it fairly easy for all to understand what needs to be accomplished and how well the task is being met.

Their strategic plan was thorough and very clear about the need to expand. They demonstrate understanding of strengths and weaknesses and what they will do to address their needs. They use appropriate analysis to measure goals.

I would add demographics info. Also show how are you actively making an effort to recruit people from other underrepresented sectors. Suggestion to bring their performances to neighborhoods and open spaces. Excellent Exposition.

# The Dairy Center for the Arts

Average of All Boulder Arts Commissioner Scores: 3.58333

	Capacity Building	Community Priorities	Evaluation	Average
Ann	3	4	4	3.66667
Felicia	4	4	4	4.00000
Richard	3	3	2	2.66667
Tamil	4	4	4	4.00000

## Questions and Comments from the Arts Commissioners

### Capacity Building Comment

The Dairy speaks to this criterion clearly and thoroughly. However, submission of their strategic plan would've made this application stronger. They speak of two plans - the one "currently in place" dated 2010-2015 and a two-year plan "currently in place"... "that serves as the road-map for the organization." Which one? Kudos for how The Dairy has evolved over the past few years. In my time on the BAC I've seen it begin to stabilize itself via its "landlord" role and then expand into its own successful programming re-purposing itself into a vital community arts center.

It would be good to have a little more understanding of what growth and innovations this grant will give the Dairy. I assume the grant will help with all the expansion/upgrading that is currently occurring, the prices for use of the spaces and the staff that make the Center function.

This grant will help expand the Dairy's existing and new subsidized offerings thus making the arts more accessible to everyone. To succeed as a community arts facility, the Dairy has to offer most of its space below market rate. An operations grant would thus increase the Dairy's sustainability and resiliency.

I like that funding directly impacts the programming and community. I would like to see more underrepresented groups/sectors involved with the Dairy. An environment where they feel welcome and not only welcome but feeling that they belong. I believe The Dairy should make more intentional efforts to make this happen, the Dairy it's such a unique and important place for the arts, I believe it's imperative to bring ethnic diversity.

### Community Priorities Comment

Application speaks clearly, thoroughly, and with focus as to how The Dairy speaks to this criterion - now. But how is this impacted over the next three years? If we don't know what success looks like or what The Dairy is looking to specifically achieve, how do we know how any of these priorities will be impacted over the next three years of city funding?

Really does seem to meet all the Community Priorities stated in the plan.

The Dairy's application says it contributes to all of the Community Priorities. In particular, the Dairy serves artists, making a place for collaborations that would otherwise be impossible. The Dairy enhances the vibrancy of Boulder as a cultural destination. The building renovation, murals and public art to come with enrich the urban landscape--and I foresee that many will find serendipitous encounters with the arts as they tour the new building and participate in the Dairy's new programming. By its size and capacity and focus on attracting diverse audiences, the Dairy has a significant presence in the dialogue about the ability of cultural to positively contribute to the economy, etc.

I would like to see other underrepresented organizations having the Dairy as their office/space home. It would be great to bring a more ethnically diverse presence, not only in disciplines but ethnically. They mentioned their partnership with Intercambio, it would be great if they expand their partnerships with other Latino organizations in the area and beyond: Su Teatro, Museo de las Americas, Cafe Cultura, Barrio E', Centro Amistad, Latino Chamber to expand their reach, but to also collaborate. These relationships could bring a great value and more Latino presence. Also involve other ethnic groups (Asian, etc)

#### **Proposed Outcomes and Evaluation Comment**

The Dairy presents a thorough method in which success of its programs are evaluated. What I'm not seeing are outcomes that are specific or measurable. What does success look like over the next three years? What are they specifically looking to accomplish? Further, how much of what they present here is truly just of The Dairy's "landlord" responsibilities and its own programming. It appears that in counting their successes they aggregate those of their ROs and non-ROs and add them in with their numbers. For this grant I believe it overstates their general success.

Seems to have a good qualitative and quantitative system in place to measure the success of this grant and have the data to make necessary changes as needed, as space allows.

The goal of the evaluation strategy is to remain relevant to the life of the community and to make sure the operational procedures as well as our programming optimally serves the needs of their constituents. The measures and methods provided seem adequate toward reaching their goal.

Would like to see Evaluations on how they increase underrepresented groups at their space. I would like to see professional development topics that could be related to other organizations that serve underrepresented groups. Also have presence of underrepresented groups and invite artists from that sector in the Art of Living project. How can the Dairy engage and even go to neighborhoods and underrepresented sectors. Outreach. Research on how underrepresented individuals feel toward the Dairy and how they could feel more welcome? Do they know about the Dairy? Great Hub - Need to diversify (underrepresented representation)

## University of Colorado Boulder

Average of All Boulder Arts Commissioner Scores: 1.66667

	Capacity Building	Community Priorities	Evaluation	Average
Ann	2	2	1	1.66667
Felicia	1	3	3	2.33333
Richard	1	1	1	1.00000
Tamil	1	1	3	1.66667

### Questions and Comments from the Arts Commissioners

#### Capacity Building Comment

Application cannot speak to this criterion well enough at this point. This is an intriguing and innovative idea but it needs to be further fleshed out to be considered for this grant - no strategic plan, no master plan, no business plan, no marketing plan, etc. - too many open questions. Relies too much on the general reputation of the individual consortium members therefore too broadly presented. The application needs to speak to the impacts of the larger marketing initiative.

This grant should help CU market to the community in a more organized way related to the arts on campus. Please explain why Boulder art entities aren't part of the consortium to make First Thursday's happen in these initial stages? It seems if you want a collaboration between Boulder and CU that somehow Boulder entities should be involved in the planning of First Thursdays. CU provides exceptional art and cultural benefits now and it seems it could do more behind the scenes for Boulder residents without having much more funding? Please help me understand better how Boulder artists and art entities will become part of First Thursdays. The innovation seems to be to organize what occurs now into a more recognizable and marketable event and not really in the programming, right? Perhaps you could help us understand a little more about the innovations that will occur, especially between CU and the community. Perhaps this is more of a Community Project Grant at this point?

A BAC grant would, it seems, provide start up funds for this comprehensive marketing effort for the University of Colorado to bring town to gown. There is as yet no sign of a working group except Sandra Firman, and with all due respect for her talents and expertise in the visual arts, this seems like a huge undertaking for one person. Instead of hiring a coordinator for First Thursdays a strategic plan should be developed by members of the advisory committee and a marketing consultant should be hired to prepare an analysis of why Boulderites seem hesitant to participate in CU event, if they are, and how First Thursday's could change that. But hasn't this already been done? Shouldn't the Director of Marketing at CU be involved with the planning of this project? What about inviting Boulder town artists and/or organizations to be part of developing the concept? Perhaps I'm misunderstanding the scope of this

program. The budget is confusing. Does the \$25,867 pay a salary or is it for marketing materials? Is the \$17,493 for CU overhead? Applicant does not really address the question. There is no strategic or master plan yet and First Thursdays is not an actual organization but a program of CU, which I would think would have many ways to make this program happen.

Create a cultural consortium (?) I am not sure how this will directly impact the community, specially the under-served / underrepresented community. I don't see organizations in that possible consortium that add diversity or a different audience to their established audience. Do you need funding to build a consortium? Can it be part of your outreach and engaging plan? CU-Boulder could be offering resources to the general community in the spirit to enhance, for example, available venues. It could make a difference if they could create meaningful partnerships with organizations that serve underrepresented populations in the arts or demographically.. Maybe bring diversity to their current programming from different ethnic groups. When they answer, they mention that funding will go to marketing.

#### **Community Priorities Comment**

Application cannot speak to this criterion well enough at this point. There are too many open questions that don't allow this cultural consortium to clearly align with any of the community priorities. Relies too much on the general reputation of the individual consortium members therefore too broadly presented. The application needs to speak to the impacts of the larger marketing initiative.

CU is recognized as having world class faculty and lectures and excellent performances. Please help me better understand how this fact will be improved upon by First Thursdays. CU is already a vibrant cultural destination in Boulder and I imagine that vibrancy will be increased by First Thursdays since it'll be well marketed and organized as a system of events. How will you reach out to engage the city's artists and art entities to be part of this so it truly is a city/CU event - now seems very CU centric except for Boulder entities that were already doing or planning projects at CU.

CU arts programming is very important to the Boulder community and further marketing of arts events and new collaborations may attract more participation. The First Thursday initiative could create a supportive environment for artists and amplify the vibrancy of Boulder as a cultural destination.

Great programs. Can they work more in inclusion? Good in the Civic Dialogue : "We are interested in generating work that reflects social needs, challenges the status quo, and triggers meaningful transformative conversation." "Dance and Community Engagement is a project-based course offered by the department of theatre and dance, where students examine themes related to community-based needs and then develop workshops, informal presentations, improvisational scores and films that are shared with outside communities and campus partners." "Our consortium strives to become a center for inclusive learning, engaging the depth of diversity of the campus and the demographics of Boulder." HOW? How is the underrepresented people engaged in your community?

#### **Proposed Outcomes and Evaluation Comment**

Application doesn't speak to this criterion at this point. There's really nothing offered here that speaks to the impacts of this larger marketing initiative.

Please help me better understand how your evaluation strategy will be measurable and help you understand and appropriately plan for the future of the event with the data you gather. Do you plan to create a unified system to understand and manage the First Thursdays?

Data collection and measures of success seem adequate to understand progress toward the goal of increasing community participation in CU events.

I believe they should apply for Cultural Grants for the First Thursday program instead of the Operational Grant.



CITY OF BOULDER OFFICE OF  
**ARTS+ CULTURE**



## INVITATION: SUMMIT of CULTURAL ORGANIZATIONS #3

During the drafting of the Community Cultural Plan, we twice gathered as a cohort group of leaders in Boulder's cultural organizations. Then, our goal was to hear thoughts and advice about the development of that plan. Now that the cultural plan is adopted, and work is underway to operationalize the programs, we would like to once again call together Boulder's cultural leaders; this time around networking, collaboration, and aligning of our shared commitment to serve the people of Boulder.

We invite one staff member and one board member from your organization to participate in this leadership gathering.

Monday, February 22, 2016

Boulder Creek Room, Main Boulder Public Library

9 a.m. - 11:30 a.m.

### Agenda:

- Gather and Networking
- Update: Progress on the Community Cultural Plan (Office of Arts + Culture)
- Arts & Economic Prosperity V Study (Office of Arts + Culture)
- Professional Development Opportunities (SBDC, BCAA)
- Collegial Workshop: How are our audiences changing? (Special Guest)

Note: Parking at the Main Library / Civic Area has changed. [Read more.](#)

Or, consider walking, biking, or using public transportation.

Please Respond: [rsvp@boulderlibrary.org](mailto:rsvp@boulderlibrary.org).

Type: "Cultural Summit" in the subject line.

City of Boulder Office of Arts & Cultural Services  
[www.boulderarts.org](http://www.boulderarts.org)  
[culturalplan@bouldercolorado.gov](mailto:culturalplan@bouldercolorado.gov)

- Dance Bridge is partnering with Boulder County Arts Alliance (BCAA) for an online 2016 Dance Month calendar in place of a printed brochure. Dancers and dance organizations are being directed to submit their information directly to the BCAA calendar where a special April edition specifically on dance will be produced. A survey to Dance Bridge constituents will also collect information on the usefulness of the past printed brochure and feedback on this new online edition.

This is also a “test” case for specific art genre special recognition times of the year (e.g. Month of Photography, National Poetry Month, etc.), where we will look to partner with other Boulder organizations to raise the overall awareness of artists and their work.

- Creative Economy & Creative Professionals Programs
- Conversations have begun with other city agencies on next steps for the municipal recognition of the NoBo Art District.
- Staff members have begun to prepare a communications plan including revisions to the website.
- Staff continues to plan the community outreach for the launch of the cultural plan, including a Launch Event tentatively set for April.
- Conducted a discussion with leaders of Boulder’s municipal cultural programming. Plans are to share information and cross-promote projects and calendars, look for more areas of overlap and collaboration.