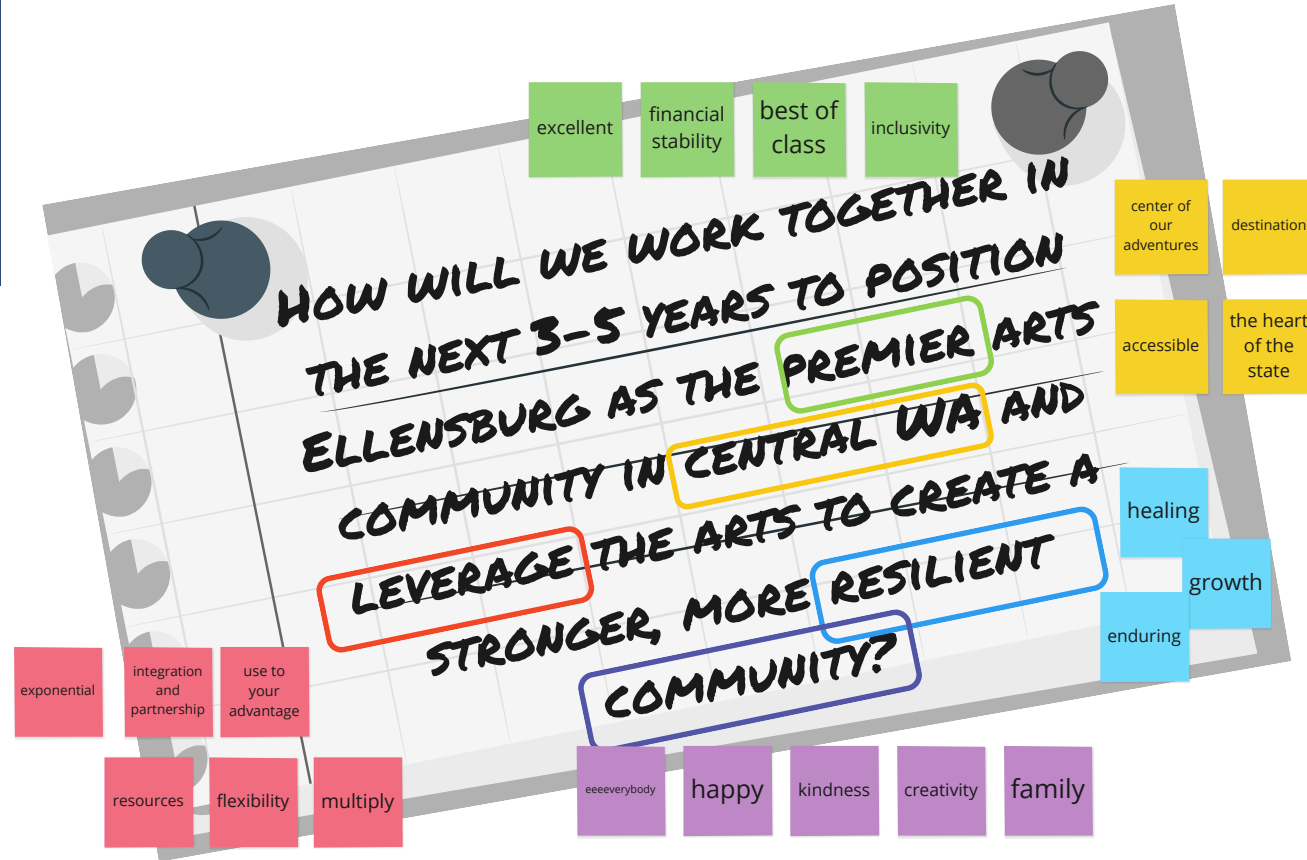


Our Community Vision	Our Practical Framework	Our Obstacles	Our Strategic Directions
By 2032, as a result of arts and culture:	Three years from now, as a result of our efforts, we will see in place:	We recognize that we are blocked from our vision by:	We will address our contradictions and advance our vision by:
<p>Ellensburg is a place where artists can live, work, and thrive.</p> <p>Ellensburg is an art-forward community bringing in new tourism and economic development.</p> <p>Ellensburg is a nationally recognized destination to experience, create, and participate in every aspect of artistic and cultural expression.</p> <p>Ellensburg has artist-led innovation in government, business, and placemaking.</p> <p>Ellensburg is a hub for providing lifelong arts education.</p> <p>Ellensburg has dedicated affordable space for innovation & creation within our community.</p> <p>Ellensburg provides spaces where everyone (residents, visitors, artists) has access to different art experiences and participation opportunities.</p> <p>Ellensburg is a diverse and inclusive community.</p>	<p>Resources to support professional artists and art businesses</p> <p>Focused commitment to youth arts education through partnerships</p> <p>Affordable artist housing zone</p> <p>Dedicated, funded position supporting arts</p> <p>Diverse cultural representation in leadership</p> <p>Completed, approved Feasibility Study for a PAC and Cultural Center</p> <p>Regional destination event</p> <p>State creative district designation and a recognized artistic brand</p> <p>Unity Park as an established asset for the arts</p>	<p>Values and priorities for different groups that are not aligned</p> <p>Unclear ways of talking about what we're doing</p> <p>Fragmented sense of identity that doesn't include the arts</p> <p>Entrenched structures that are hard to dislodge</p> <p>Widespread reluctance to step into leadership</p> <p>Self reinforcing structures & siloes</p> <p>Absence of structure to fill and retain our pipeline</p>	<p>Expanding Partnerships & Meaningful Connections</p> <p>Positioning Artists to Thrive</p> <p>Determining & Developing Resources for the Arts</p> <p>Communicating the Vision for a Thriving Arts Community</p>
Synthesized from three community sessions, April 2022	Cultural Strategic Plan developed May 2022	By Ellensburg Arts Leadership Team	Facilitated by Una McAlinden, Creative Strategy Solutions

Rowing harder doesn't help
if the boat is headed in the
wrong direction.

Kenichi Ohmae





By 2032, as a result of arts and culture, **Ellensburg...**



... is a place where artists can live, work and thrive.



... is a hub for providing lifelong arts education.



... is an art-forward community bringing in new tourism and economic development.



... has dedicated affordable space for innovation & creation within our community.



... is a nationally recognized destination to experience, create, and participate in every aspect of artistic and cultural expression.



... provides spaces where everyone (residents, visitors, artists) has access to different art experiences and participation opportunities.



... has artist-led innovation in government, business, and placemaking.



... is a diverse and inclusive community.



In 3-5 years, as a result of our work, we want to see in place...

state-certified creative district designation & a recognized artistic brand

creative district certification

made in ellensburg store and maker space

Diverse cultural representation in leadership

Creative people infiltrated into variety of decision-making platforms

See minorities & women in visible leadership positions

Empowered diverse voices providing expressive arts activities and leadership based on culture

demographics match diversity goals

Feasibility study for a PAC and Cultural Center is complete & approved.

Feasibility study for a PAC and Cultural Center is complete & approved.

We have a Cultural Arts Ctr that meets the needs of all artistic needs of community

well managed event hub (all ages acces)

multicultural center

Affordable artist housing zone

Dedicated Artist Housing

Creation of artist housing zone

Artist community housing with large studio space

Artist Residencies & affordable studio spaces

We have affordable artist spaces for rent.

Focused commitment to youth arts education through partnerships

Arts education is required and well-funded at ESD

Partnerships w/ESD =Sequential K-12 arts edu

Regular meetings between organizations regarding arts education

Broad arts afterschool offerings

Provide affordable ways for youth to engage with art

including Funding/adm in support for after school art programs for youth

Resources to support professional artists and art businesses

arts business support staff

We have free entrepreneurship courses specifically tailored for artist.

It is easy for local artists/groups to promote events regionally with county/city support

Incentives given to artistic businesses

affordable studio spaces

Community Spaces for Arts Planning

Dedicated funded position supporting arts

Successful City/EAC/coalition arts grant writing/application. Dedicated grant writer/business development personnel in place.

Dedicated funded position supporting arts

full and well coordinated calendar of events

expanded government funding

Regional destination event

National promotional campaign to raise the profile of Ellensburg is in its second year

5-6 nationally recognizable events/Yr in Eburg

2 Art Fairs / Events

Unity Park is an established asset for the arts

Unity Park is well-designed, supporting performing arts.

Live music in Unity Park & Downtown Pavilion

In examining our obstacles, we recognize...

We are blocked from our desired future by:

Values and priorities for different groups that are not aligned

Unclear ways of talking about what we're doing

Fragmented sense of identity that doesn't include the arts

Entrenched structures that are hard to dislodge

Widespread reluctance to step into leadership

Self reinforcing structures & siloes

Absence of structure to fill and retain pipeline

which keeps us from:

unifying around shared priorities and values concerning the arts

garnering support & involvement

moving forward wisely and strategically

new opportunities, thinking outside the box, & creative problem solving

moving forward with major arts projects

keep people isolated & inhibits collaboration

To sustain & growing our artist community

Competing priorities

Disenfranchising others in need of housing

Clarifying Creative District

Having events at CWU limits the audience. Not all feel "at home" there with division between college & town.

Shaking up the "norm" always faces opposition.

Who will lead or fund these initiatives?

Need for point people to coordinate collaboration

Artistic professionals, even if attracted to Eburg, may not be committed/invested long-term.

Volunteers often have competing priorities and time that may limit collaboration

Feasibility Study: conflicting priorities between PAC and Cultural Center

unclear demand defined by artists

inaccessible working areas

Unrecognized bias

Need Identified "ownership" for facilities, programs, etc (coalition)

Community partners working together to provide space

some artists are not natural entrepreneurs

Outdated priorities become block to funding

Funds are currently distributed elsewhere.

narrow focus on an immediate "return on investment"

Rethinking our regional position, primary identity is rodeo

inflexible leadership styles

Partners/management /leaders are not chosen or committed.

uncoordinated communication between community partners for youth events

Limited understanding by community of the Value of the arts/artists

conflicting opinions

Overlapping community need for housing.

People unfamiliar with benefits of CBD

The "image" of Ellensburg attracts someone who is interested in that "image."

Bureaucracy

Difficulty agreeing on commercially viable regional events

uncoordinated planning and access to promotion and event coordination (silos)

Feasibility: location, location, location

Lack of agreement on arts education

communicating clarity and focus for the creation of community center

Ellensburg does not always attract diversity.

Unclear vision/mission

Having a clear definition of creative district so it is not devalued.

Affordable art opportunities for youth- no central location to hold event

WHAT IS BLOCKING US FROM MOVING TOWARD OUR VISION?

We will address our underlying contradictions and move toward our vision by focusing our energy on:

We intend to...

Break down the walls

Hold Quarterly mixers between art/business & CWU Faculty. Highlight projects of 1 faculty & 1 business/artist. Alternate locations between downtown & CWU.

create an artsy path between CWU and downtown

Establish open dialogue to determine common ground to start in the same direction

Build a coalition

Establish Community Arts Alliance

Create a student/citizen Cultural Advisory Council

Recruit leaders from multiple groups or disciplines

Term limits and characteristics that support DEI

Identify leaders by character

Create intentional teams to support artistic leadership so no one must do this alone - or feel alone.

Expanding Partnerships & Meaningful Connections

Create and market a local artists community

Establish a Know-our-artists community program

Website with community calendar and links to artists and businesses

Offer monthly or daily studio tours - artists making art - a new tradition.

work with venues to incentivize performance and display

Update old art at community entrances

Open a co-op Storefront

Create Ellensburg Arts website as 1-stop hub that has event listings, class advertisements, artist profiles. Could be subsection of EDA website or separate.

Connect & equip artists

Create Peer artist groups and mentoring relationships

Intentionally invite artists to existing entrepreneurship classes.

Organize Monthly Artist lunches. Bring in speakers to touch on various topics - art inspiration, marketing, business practices, grants, etc.

setup a weekly connection time

meet with Art Space about affordable artist housing

Positioning Artists to Thrive

Increase arts participation opportunities

Plan series of small cultural events

Bring more human variety to First Friday artwalks with more children's activities & "Classical" art & regular music- & actions to support mental health through arts.

Encourage and compensate teachers to be advisors for kids after school art programs (art, theatre, etc.)

Plan a Community Arts Event (Huge)

Provide infrastructure & support

Create a public/private partnership to identify resources to build the PAC

build a new performing arts Center

Apply and Achieve Creative District status

Draft a feasibility study for a Cultural Arts Center

develop fair rental pricing for existing public performance spaces

Determining & Developing Resources for the Arts

Create clear messaging

Streamline and focus the messaging and build a community PR campaign

foster more promotion with social media

Create a "Made in Ellensburg" Logo

Create media packet based on the completed strategic plan

Establish 3 key messages for all to use - to support a community-wide mission statement. Like our "elevator speech".

Communicating the Vision for a Thriving Arts Community

What is going on around us that we need to HEED or pay attention to?



Horizon

Emerging

Established

Disappearing

What trends might we leverage to our advantage?

helping artists to succeed at entrepreneurs

we can drive the train around transfer of power

transfer of power calls for transparency, better communication, and shared resources

kids needing arts and education

every person engaging with art - influences our lives

What implications are emerging for our work?

embracing diversity

Key issue: be open to change

What trends point to challenges or issues we need to address?

changing definition of community - what does that mean for central WA?

need for safety - people are needing healing and resilience

need for focus on children and youth

funding and volunteers are inversely linked

loss of newspaper and print challenges how we communicate, message, and reach people

What key actions are called for in light of this?

Define our community

Venue space

Pool resources

understand what volunteers want

building safe & welcoming communities

using a variety of communication platforms

embracing diversity

Develop Artist as entrepreneurs

Ellensburg WA

Key Data

What would need to happen to attend more than once a month?	Conflicting, overlapping events times which may impact attendance	Lack of promotion of events could increase attendance in low performing areas	Adding to G-1's diverse events	How does the First Friday impact the one time a month attendance?
So we are doing okay? (average ranking high)	We have a lot of offerings	Art is affordable	top 5: tourism and economy	top 5: more looking for spectator opportunities
Most questions asked about facilities	Community feels strongly that rehearsal spaces are inadequate	Obious need for more Artist support facilities	Festivals and fairs and funding next	wide range of people who answered, but mostly patrons/funders of arts
Pretty balanced between age groups with exception of youth	Way more women than men responded			

Implications for our Work

Central location/venue as a hub for all	Increase opportunities for holding events on different days/times	Encounter art in different places	Promotion	Consistent events year after year
We have work to do on art education & diversity	Could increase the frequency of offerings	Enrich family and youth programs	Making sure the districts recognize the importants of the arts	Looking for alternative ways to incorporate the arts
more spectator events- plays, concerts, etc	local government needs to commit more money to support these efforts	connect LTAC funds to arts tourism promotion	a strong support base for arts exists	more arts and healing opportunities
Colloboration instead of silos for cross pollination for arts/heritage/culture	does this match our county demographics?			

What Insights are starting to Emerge?

More Funding for Artists/Arts Programming/public art	Current performing arts facilities not meeting current needs	top 5: highest number feel that arts can transform community	marginalized groups did submit responses - would like to see more representation	top 5: more investment by city of the arts	Cross-pool	Community feels strongly that performance spaces are inadequate	lowest rated: artist support, arts and healing, need more 11-18 yr old opps	more opps for kids
Venues for performing arts & rehersals	need more outreach to minority groups	Incorporating the arts in all educational programs and therapy for students	top 5: arts and culture are important to me and my family and quality of life	top priority more perform arts offerings	Existing performing arts offerings are not meeting future demand	Connections between the arts and culture/heritage/history	70-80% of community feel strongly that our arts spaces are inadequate	Cross pollination: we have lots of strengths to support and expand offerings.