

*2018-2023*  
**STRATEGIC PLAN**  
for Utah Cultural Alliance



UTAH CULTURAL ALLIANCE

*{ Championing Arts and  
Humanities Since 1980 }*



## VISION:

*A Utah that recognizes culture's transformative power. A Utah that values its cultural industries. A Utah that prioritizes their support through robust public and private investment in programming, attendance, and lifelong cultural education.*

### UTAHNS FOR CULTURE 501(C)3 MISSION:

Utahns for Culture amplifies our diverse arts, humanities, and cultural industries, in particular the contributions they make to Utah's economic, family, and community life.

### UTAH CULTURAL ALLIANCE 501(C)4 MISSION:

Utah Cultural Alliance is the statewide voice of Utah's diverse humanities, arts, and cultural industries. As culture's champion, we mobilize collective advocacy to foster a creative and thriving state.

### UTAH ARTS & CULTURAL COALITION DBA [NOWPLAYINGUTAH.COM](http://NOWPLAYINGUTAH.COM)

To increase awareness about arts and cultural opportunities in Utah by providing a comprehensive events resource.

# CORE BELIEFS

1. **Stewardship:** Utah's dynamic arts & humanities organizations nurture Utah's knowledge, heritage, and pioneering spirit.
2. **Community Development:** Culture doesn't just improve Utah's quality of life; it defines life. Creative placemaking informed by cultural values fosters successful communities.
3. **Education:** A strong humanities and arts education provides children with 21st century skills (e.g. innovative thinking, creativity, problem solving and collaborative skills) and boost self-esteem, better test scores, and increased employability.
4. **Economic Development:** Our creative and knowledge industries directly and positively impact Utah's economy.
5. **Tourism:** A vibrant cultural scene attracts long-term investment from businesses both in and adjacent to the tourism and recreation sector, and provides a world-class experience for visitors.
6. **Collective impact:** We work to create a Utah where creativity and knowledge-building thrive together, and where challenges are addressed head-on through innovation and collaboration.

# VALUES

1. **Accessibility:** We work to make humanities and the arts accessible to all: casual consumer to discerning critic, seasoned professional to the budding scholar and artist.
2. **Culture:** We affirm that the humanities, arts, and culture are vital to a meaningful existence and foster well-rounded, strong communities.
3. **Diversity:** We celebrate all people and viewpoints and support a culture of inclusion and access for all Utahns. We work to make the cultural sector more diverse and inclusive to all.
4. **Integrity:** We make responsible, ethical decisions and act in the best interests of cultural organizations and our members.



WE RISE AS  
THE VOICE  
OF CULTURE.



## Advocate

UCA lobbies for robust, fiscally responsible funding and constructive policy decisions that build culture's presence and improve access to lifelong humanities and arts education. We create cultural champions among elected officials. We mobilize and unite the cultural sector into powerful advocates for themselves and our community.



## Amplify

UCA amplifies the public presence of culture and communicates its positive impact on community prosperity. Our tools include collecting data to demonstrate culture's impacts, mapping, calendaring, and advertising the sector. We make culture accessible through programs such as Free Night of Theatre via [nowplayingutah.com](http://nowplayingutah.com).

*Result: a Thriving, Creative Utah.*



## Who We Serve: Defining the Cultural Sector

- ▶ **Numbers:** 79,000 workers and \$3.5 billion in earnings, aka direct income generated (2015 numbers)
  
- ▶ **Categories:**
  - **Arts** – dance, digital, ethnic/non-western, film, folk, literature, museums, music, poetry, photography, presenting venues/producers, printmaking, pop culture, theatre, visual arts
  
  - **Cultural Education** – after-school, creative aging, lifelong, pre-K, private and public K-12 educators, private studios, university
  
  - **Cultural Industries** – architecture, audio/visual, broadcasters (TV, film, radio), creative directors, crafts/DIY, event production, fashion design, film, film post production, galleries, game designers, graphic design, historic rehabilitation, interior design, makers (woodworking, printmaking, metalworking, etc.), landscape architects and design/botany/horticulture, sound recording (including post-production), video game developers, zoos/aquariums
  
  - **Humanities** – archaeology, anthropology, archivism, art history, criticism and theory, comparative religions, cultural heritage identity, education, ethics, history, journalism, jurisprudence, libraries, languages, linguistics, literature, museums, natural history, philosophy, preservation, sociology, storytelling
  
- ▶ ***Culture defines Utah's way of life, and enhances the quality of it.***



## WINS FROM OUR PRIOR STRATEGIC PLAN

- ▶ Preserved middle school arts, health, and PE as required curriculum
- ▶ Saved Classical 89 radio
- ▶ Impacted elections through candidate recruitment, legislator grades, surveys of 300+ municipal and general election candidates between the 2017 and 2018 cycles, and endorsement of 200 candidates over two cycles
- ▶ \$ to keep our schools' "Milk Money" art collections (dating to the 1930s) in public hands
- ▶ \$9 million in new money for the sector
- ▶ Dr. Martha Hughes Cannon statue established in Washington, DC
- ▶ Authored two State of Utah Culture reports
- ▶ Blocked SJR16 bill, which would have eliminated the state school board
- ▶ Engaged in federal lobbying to increase funding for the NEA / NEH / IMLS / CPB
- ▶ Built the Cultural Caucus to include all but five legislators
- ▶ Developed UCA's online presence to 26,000 followers across its various channels
- ▶ Utah enacted 43 RAP (Recreation, Arts, Parks)-type taxes and 8 public art programs.
- ▶ UCA launched the Cultural Asset Map and Events Calendar
- ▶ Created mentorship program and recalibrated professional development offerings
- ▶ Added three cultural items to state designations list

# ADVOCATING FOR CULTURE

*Advocacy is the core of our mission as well as the greatest need of our members. Utah Cultural Alliance (UCA) is the sole entity charged with safeguarding the policy and public funding needs of the entire cultural sector. Goals for the next 5 years:*

## *Goal #1: Boost public funding for culture*

- ▶ Double the grants budget of Utah Division of Arts & Museums
- ▶ Engage in and improve the Request for Appropriation (RFA) process
- ▶ Explore additional public funding source(s) for culture
- ▶ Grow Local Arts Agency (LAA) and History Society budgets
- ▶ Grow RAPs & public art programs by 20% & fix RAP distribution formula for some locations
- ▶ Develop a generic public art ordinance, increase # of municipalities with a public art program
- ▶ Get ongoing \$ for protection of "milk money" collections
- ▶ Add commercial projects to the state Historic Preservation Tax Credit
- ▶ CREATE Act at the state level: legislation to allow state innovation projects and see money be available to creative businesses and individual artists

## *Goal #2: Boost cultural K-12 education*

- ▶ Grow Beverly Taylor Sorenson Arts Learning Programs funding by 20%
- ▶ Grow POPS and iSEE appropriation by 15%
- ▶ Create STEAM goals
- ▶ Increase required course credits for fine arts and social studies
- ▶ Include suffrage, Juneteenth, Native American voting date in social studies standards
- ▶ Improve humanities and arts integration in other subjects

## *Goal #3: Create cultural champions among elected officials*

- ▶ Recruit culture-friendly candidates; invite all candidates for all offices to take our survey
- ▶ Grade voting records of legislators
- ▶ Help endorsed candidates win
- ▶ Attend Utah League of Cities and Towns and Association of Counties conferences
- ▶ Keep Cultural Caucus membership at 90% minimum; get half of federal delegation to join
- ▶ Add GovPredict tool to better track legislation and enable grassroots advocacy (DONE!)

## *Goal #4: Reduce regulations*

- ▶ Improve alcohol permitting process for nonprofits
- ▶ Improve the Charitable Solicitation Permit process
- ▶ Reduce innovation barriers through policies such as reduced rent
- ▶ Exempt nonprofits from property tax
- ▶ Get fire code exemption for traveling performers
- ▶ Reduce fees for festivals held on city properties
- ▶ Work on policy that limits scalping and protects consumer secondary market

## *Goal #5: Better serve members*

- ▶ Teach members how to use data to communicate their organization's impacts on the community
- ▶ Partner with statewide service organizations on listening tours/convenings for members
- ▶ Executive director will meet with every member once every five years

# AMPLIFYING CULTURE

*For us, advocacy is two-pronged. On one side, we champion culture to elected officials. On the other side, we amplify culture's presence to the general public, with particular focus on the contributions they make to Utah's economic, family, and community life. Goals for the next 5 years:*

## *Goal #1: Better data collection and analysis*

- ▶ Offer Creative Vitality Suite (done!)
- ▶ Track public funding
- ▶ Statewide participation in Arts & Economic Prosperity VI study
- ▶ Collect cultural tourism data
- ▶ UT specific study of impact of cultural education
- ▶ Data on cultural industries salaries
- ▶ Study correlation between childhood exposure to culture and various protective and/or risk factors

## *Goal #2: Better amplify culture & its benefits*

- ▶ Cultural Asset Map goals
  - Improve search-ability
  - Ability to map road trips
  - Track public funding
  - Add public art, historic markers
  - Film locations
  - Schools with cultural programming
- ▶ [nowplayingutah.com](http://nowplayingutah.com) (NPU) goal
  - Exceed 1.5 million annual visitors
  - Improve curation & personalize user experience
  - Tie reviews and blogs to events
  - Add professional development (DONE!)
  - Add a news blog (DONE!)
  - Improve classifieds section
  - Improve job listings
  - Explore targeted microsites based on location or interest
  - Grow NPU datafeeds, social media followers & NPU & UCA newsletter subscriber list by 10%
  - Fully utilize the Google Grant Adwords program

## *Goal #3: Amplify diverse voices*

- ▶ Targeted listening tour focused on assessing needs of our artists and scholars of color
- ▶ Partner with our service organization colleagues on standards, trainings, pledges, and/or toolkits
- ▶ Offer more genres for the NPU Free Nights program

## *Goal #4: Increase corporate sponsorships of culture*

- ▶ Explore Creative Utah Businesses program
- ▶ Explore a "speed-dating" type event to connect corporations and cultural organizations

## *Goal #5: Grow cultural tourists*

- ▶ Grow number of out-of-state and regional visitors at cultural events and venues
- ▶ Train members on utilizing Office of Tourism (OOT) co-op and TRT funds to boost visitors

## *Goal #6: Improve earned media coverage of cultural sector*

- ▶ Arrange datafeeds in majority of media outlets
- ▶ Explore sponsored content



# MEMBERSHIP FOR ORGANIZATIONS AND BUSINESSES

## BASE DUES:

- .05% of revenue for orgs/businesses under \$5million
- .025% of revenue for orgs/businesses over \$5 million
- Will consider interesting in-kind donations for discounts
- Minimum: \$50

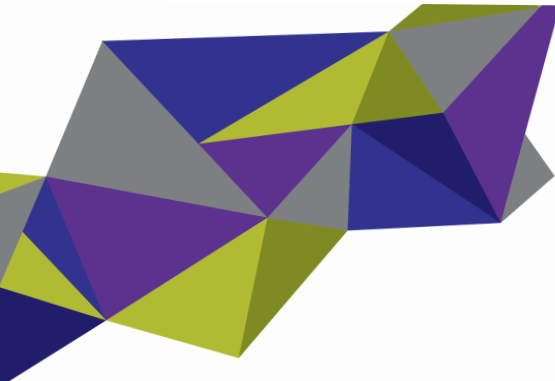
## Membership Perks

1. Access to economic data, including State of UT Culture report and Creative Vitality Suite<sup>1</sup>
2. Member-only policy updates and alerts
3. Member-only newsletter with jobs, auditions, calls for action, professional development opportunities, and grants
4. UCA advocates on behalf of member
5. Contact information for elected officials
6. Annually updated press list
7. SEO (Search Engine Optimized) listing on UCA website and [nowplayingutah.com](http://nowplayingutah.com) (NPU)
8. Member's news, events, and more advertised to UCA/NPU followers (30,000 combined)
9. 5% discount on advertising rates for [nowplayingutah.com](http://nowplayingutah.com)
10. Receive [nowplayingutah.com](http://nowplayingutah.com) traffic reports
11. News articles about member posted to UCA's social media pages
12. 1 free ad or preferred search for 1 event on NPU
13. Events included in Utah Office of Tourism NPU datafeed
14. Support for UCA's programs to advocate for and amplify the cultural sector
15. Free admission to UCA advocacy, data, tourism, & story-telling trainings
16. Reduced admission to Annual Luncheon (501(c)3), Legislator Dinner (501(c)4), and other UCA events
17. For any trainings with a fee, 2 free tickets per year per member
18. Free admission to convenings & networking opportunities
19. Free access to mentorship program
20. Free access to toolkits and other online training tools
21. Free admission to lobby days
22. Discounted joint membership with UNA.
23. Discounts (see site)
24. Invitation to new-member orientations to explore membership benefits
25. (if a for-profit) 5% discount to Creative Businesses program for your office

<sup>1</sup>\* CVI included for organizations paying at least \$500 a year; can be added for \$400

### *Culture to the Max: Optional "a la carte" Services:*

- ▶ \$200 // Ad in UCA newsletter for two months
- ▶ \$400 // Access for one year to economic data, such as State of UT Culture report and Creative Vitality Suite (this service is added to memberships that are at least \$500 annually)
- ▶ \$500 // For businesses: written story highlighting your community work in UCA newsletter once per year. UCA will also pitch that story to area newspapers.
- ▶ \$1,000 // Access for one year to personal dashboard for Creative Vitality Suite and personalized economic impact data
- ▶ \$1,000 // NPU advertising package (one each): run of site banner ad, featured video, homepage spotlight, email spotlight, email featured event, email sponsor ad, email banner ad
- ▶ \$2,000 // Cultural Producer sponsorship of Annual Luncheon in December. Includes:
  - Reserved table (10 tickets) in a prime location
  - Logo on all UCA materials and a verbal mention
- ▶ \$2,000 // Cultural Producer sponsorship of of Utah Cultural Alliance 501(c)4 Legislator Dinner during the session. Includes:
  - VIP table (10 tickets) in a prime location. UCA can fill one or more of your seats with an elected official at your request.
  - Logo on all UCA materials and a verbal mention
- ▶ \$2,000 // Fifteen hours consulting, can include guidance on strategic plans, branding, fundraising, efficiency tools/audit, as well as increased lobbying and technical assistance
- ▶ \$4,000 // Cultural Champion sponsorship of 501(c)3 Annual Luncheon in December. Includes:
  - VIP table (10 tickets) in a prime location. UCA can fill one of your seats with an elected official at your request.
  - Logo on all UCA materials and a verbal mention
- ▶ \$4,000 // Cultural Champion sponsorship of Utah Cultural Alliance 501(c)4 Legislator Dinner during the session. Includes:
  - VIP table (10 tickets) in a prime location. UCA can fill one or more of your seats with an elected official at your request.
  - Logo on ALL UCA materials and a verbal mention



# CULTURE CLUBS MEMBERSHIP PERKS

(Culture Clubs are for INDIVIDUALS only)

## 100 CLUB

- ▶ All benefits of 40 and 10 clubs plus:
- ▶ Invitation for you and a guest to annual 10/40/100 club party
- ▶ 15% discount to Creative Businesses program for your office
- ▶ Two tickets to UCA Annual Luncheon with VIP seating
- ▶ Two tickets to UCA Legislator Dinner with VIP seating, UCA will seat a legislator at your table
- ▶ At least two private tours at a member's event, exhibit, etc.
- ▶ Written story highlighting your community work in UCA newsletter once per year; UCA will also pitch that story to area newspapers
- ▶ Access to economic data including State of UT Culture report and Creative Vitality Suite
- ▶ Free admission to ALL UCA advocacy, data, tourism, & story-telling trainings
- ▶ For any trainings with a fee, eight free tickets per year
- ▶ 5% discount to Creative Businesses program for your office
- ▶ 15% off discount on advertising rates for [nowplayingutah.com](http://nowplayingutah.com)
- ▶ \$700 is tax deductible

## 40 CLUB

- ▶ All benefits of 10 club plus:
- ▶ Invitation for you and a guest to annual 10/40/100 club party
- ▶ Two tickets to UCA Annual Luncheon with VIP seating
- ▶ Two tickets to UCA Legislator Dinner with VIP seating
- ▶ At least one private tour at a member's event, exhibit, etc.
- ▶ For any trainings with a fee, four free tickets per year
- ▶ \$300 is tax deductible

## 10 CLUB

- ▶ Invitation for you and a guest to annual 10/40/100 club party
- ▶ For any trainings with a fee, two free tickets per year
- ▶ Member-only policy updates and alerts throughout the year
- ▶ UCA advocates on behalf of member and cultural sector
- ▶ Contact information for elected officials (spreadsheet)
- ▶ Annually updated press list (spreadsheet)
- ▶ Member's news, events, and more advertised to UCA/ UACC followers (30,000 combined)
- ▶ News articles about member posted to UCA's social media pages
- ▶ The support of UCA's programs to advocate for and amplify culture
- ▶ Free admission to 2 UCA advocacy, data, tourism, & story-telling trainings
- ▶ Reduced admission to Annual Luncheon (501(c)3), Legislator Dinner (501(c)4), and other UCA events
- ▶ Free admission to convenings & networking opportunities
- ▶ Free access to UCA advocacy, data, tourism, & story-telling trainings
- ▶ Free access to mentorship program
- ▶ Free access to toolkits and other online training tools
- ▶ Free admission to UCA hosted lobby days
- ▶ Discounts (UNA, UTC, Chambers, DMOs, online advertising, etc.)
- ▶ Invitation to new-member orientations to explore membership benefits
- ▶ \$75 is tax deductible