

FORWARD THINKING }

2019–2023 strategic plan

**PARKER
ARTS**

Message FROM MAYOR }

Downtown Parker originated as a stagecoach stop – a destination for locals and travelers to get a meal, buy supplies, and spend time with friends and neighbors. One hundred fifty years later, downtown Parker is still a destination, but it has now become a regional hub for fine dining, unique shopping, and high quality entertainment. This is due in no small part to Parker Arts, which annually provides hundreds of performances, exhibits, and classes to over 200,000 residents and visitors. It is clear that our community embraces arts, culture, history and science as essential to our quality of life. So it is with great pride that I submit Parker Arts’ community-driven “Five-Year Strategy Scorecard” which will ensure that arts and culture are fundamental to Parker’s identity as a vibrant community.

I want to express heartfelt thanks to the many community members who gave their time and wisdom over the past nine months to help develop this plan.

Sincerely,

Mayor Mike Waid

CULTURAL STRATEGIC PLANNING COMMITTEE

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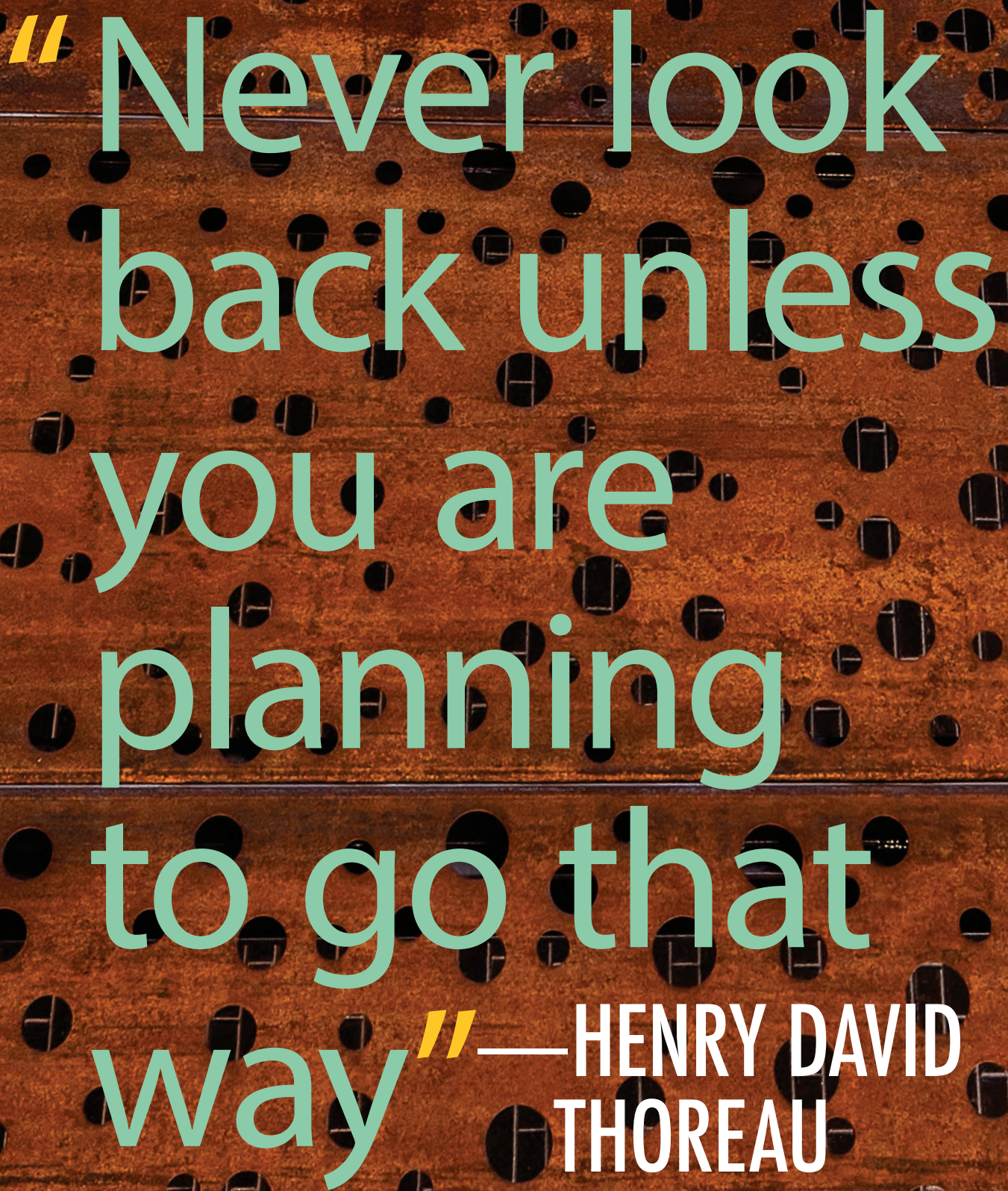
LANCE MARTIN

JUSTIN RAYNOR

JEANNE RING

SUSAN WILLIS



The background of the image is a close-up of a rusty, brown metal surface. It is covered with numerous small, circular holes or perforations, which are evenly spaced and create a pattern of dark circles against the textured, orange-brown metal. The lighting is slightly uneven, giving the surface a three-dimensional appearance.

“Never look
back unless
you are
planning
to go that
way” — HENRY DAVID
THOREAU



INTRODUCTION }

A great organization is always looking forward...to increase the enthusiasm and commitment of its patrons, supporters and staff, to foster new ideas, to improve organizational performance, and to reach full potential.

It's a good time for Parker Arts to look forward. The PACE Center is now seven years old, Discovery Park amphitheater opened two years ago, and The Schoolhouse was recently restored. To develop a strategic plan for the next five years, a planning committee comprised of community members reviewed arts and entertainment trends, collected community input and compiled Parker Arts strengths and weaknesses. The result is a "Five-Year Strategy Scorecard" based on four distinct Perspectives or points of view – satisfaction of patrons and partners, organizational learning and growth, financial sustainability, and internal effectiveness. Using this framework, the committee identified ten Strategic Objectives or priority improvement activities that Parker Arts will pursue over the next five years. Working with staff, the committee then identified sixteen Initiatives, which are specific programs or system changes to implement over the next two years. Using standard metrics, staff will identify specific annual targets to assess whether an initiative is on track. Staff will issue regular updates to the community via existing communications vehicles like Parker Arts weekly enews and the Town's monthly "Talk of the Town". As initiatives are achieved, staff will work with the Parker Cultural and Scientific Commission to develop new initiatives and metrics to be implemented in years three, four and five.

Parker Arts' Strategy Scorecard relates directly to the Town's overall vision to be the pre-eminent destination community and a leader in economic and community development. The Town's continued investment in Parker Arts' venues and programs also perfectly aligns with the Town's mission to enrich the lives of residents by providing exceptional services, engaging community resources, and furthering an authentic hometown feel.



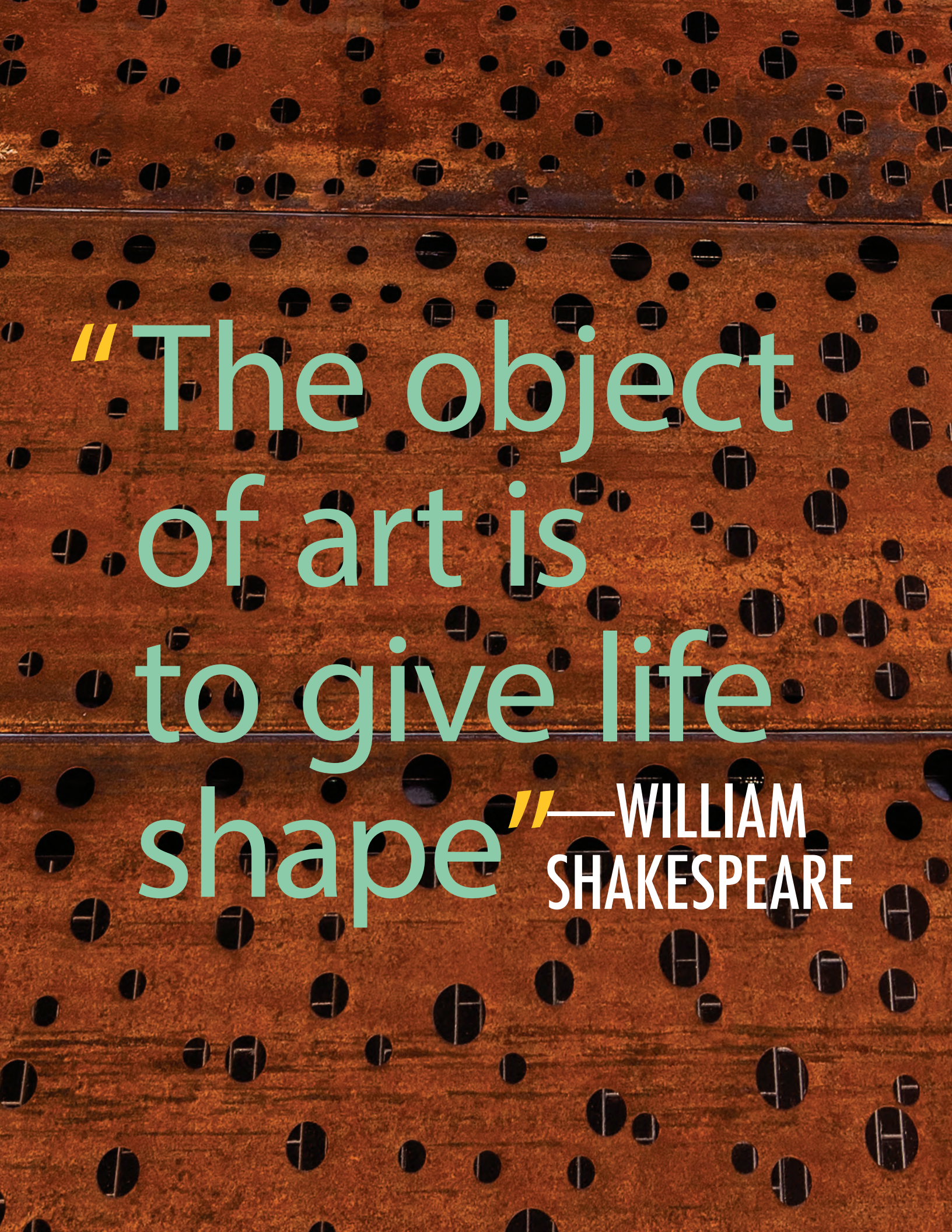
Economic Impact OF ARTS AND CULTURE }

People intuitively know that arts and culture make their communities more desirable places to live and work. The arts provide inspiration and joy, they beautify public spaces and they bring us together. The connection between the arts and economic development is less obvious, but no less important. Arts organizations are businesses that provide employment and purchase goods and services from local businesses. Arts and culture also attract visitors who spend money at local restaurants, retail stores, and hotels. "Arts & Economic Prosperity" is a study conducted regularly by Americans for the Arts, a national research organization, to assess the non-profit arts industry's impact on the economy. Their 2015 study found that nationally, the nonprofit arts and culture industry generated \$166.3 billion of economic activity, supporting 4.6 million jobs and generating \$27.5 billion in revenue to local, state and federal governments.

At a state level, the Colorado Business Committee for the Arts (CBCA) conducts a similar study of the Metro Denver area. Their recently released 2017 study found that arts, cultural and scientific organizations in the Denver metro area were responsible for \$573 million dollars in "new money" entering the regional economy and that 11,820 people were employed in cultural positions.

Using a calculator tool derived from the Americans for the Arts' national findings, we are able to estimate Parker Arts' contributions to our local economy. In 2017, the calculator estimates that local economic activity generated by Parker Arts, including our audiences and our production partners (such as Inspire Theater Company and Parker Symphony), totaled \$11 million. This impressive level of economic activity creates a significant number of local jobs and drives additional local government revenue that might otherwise go to other municipalities, making it easy to understand how arts and culture in Parker are directly connected to our town's economic vitality.



The background of the image is a close-up of a rusted metal surface, likely steel, which is perforated with numerous small, circular holes. The rust is a deep, textured orange-brown color, and the holes are dark, creating a pattern of light and shadow across the entire frame.

“The object
of art is
to give life
shape”

—WILLIAM
SHAKESPEARE

Planning methodology

In February 2018, the Cultural Strategic Planning Committee kicked off the planning process, with the primary goal of identifying the Parker community's perception of **key issues, needs,** and **priorities** concerning the cultural development of the Town and surrounding communities. The committee undertook a multi-step approach which included reviewing research and trends, conducting a community survey and leading a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).

RESEARCH

The group first reviewed research on demographic data, economic forecasts, arts and culture trends, and best practices of other arts venues.

A few significant findings from the research:

- The aging of Colorado residents will generate rising shares of its older population.** The number of persons over age 65 in 2040 will be nearly 3 times as many as today.
- Shifts in Colorado's ethnic populations will continue.** By 2020, minorities are expected to represent 33.5% of Colorado's population, with those of Asian/Pacific Island and Hispanic origins growing the most.
- Competition is growing.** Parker, Lone Tree and Castle Rock have all added performing arts venues within the last ten years, and Highlands Ranch and Aurora are both considering building a cultural facility in their cities. While citizens in the South Denver Metro area are demanding more cultural activities in their communities, it remains to be seen whether demand will be enough to sustain multiple locations
- There is a lot to do around town.** Entertainment and events are plentiful in the Denver Metro area. At any given time of the year, there are indoor/outdoor concerts, farmers markets, wine walks, art festivals, food fairs, theater, dance, museums, and much more offered in every city and town we researched.
- Booking national acts is getting more difficult and more expensive.** Large, national promoters like AEG and Live Nation are booking a much wider range of artists and controlling programming at many more local venues. That means small, independent venues like the PACE Center have limited access to bigger-name artists and are forced to pay higher booking fees.



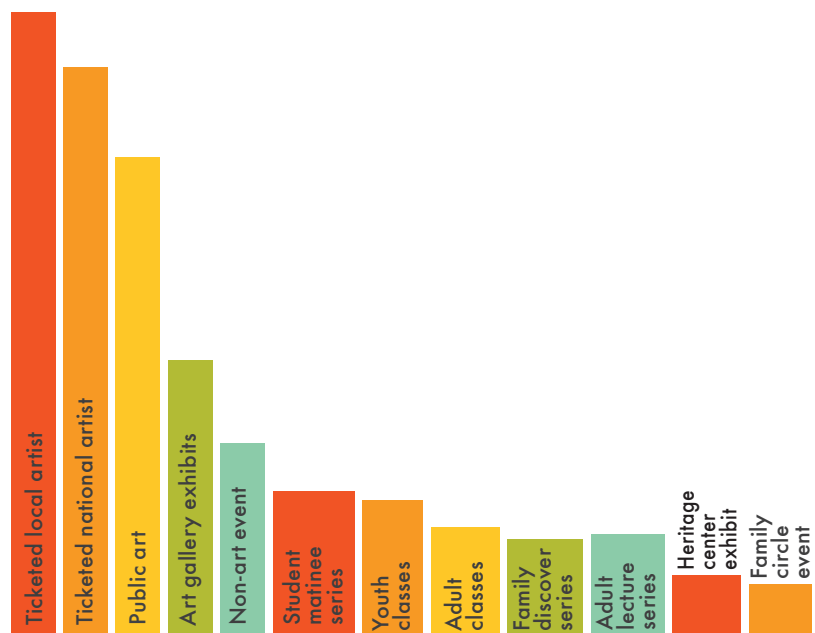


Survey

Next, the group conducted a survey to obtain feedback from the community. The survey was posted on the Let's Talk Parker website from June 18 through July 31, 2018. It was promoted through multiple Parker Arts and Town of Parker communication mediums, including social media pages, Next Door app, email blasts to patrons, Talk of the Town newsletter, and paid Facebook posts. In addition, members of the Strategic Planning Committee identified key stakeholders, and sent the survey link to those groups directly. The survey consisted of 21 multiple choice and open-ended questions. A total of 1,354 people visited the website link, and 671 people completed the survey.

Several results from the survey are worth calling out:

} **Respondents were already engaged with Parker Arts in some form.** Two-thirds of survey respondents had visited the PACE Center between 1-5 times in the past 12 months. The primary activities they attended were ticketed performances by local and national artists, free concerts in Discovery Park, and Public art/Outdoor sculptures/Art gallery exhibits.



Poll of which activities respondent or family participated in over the past year

People primarily want to be entertained and be social, but they also want to support the community.

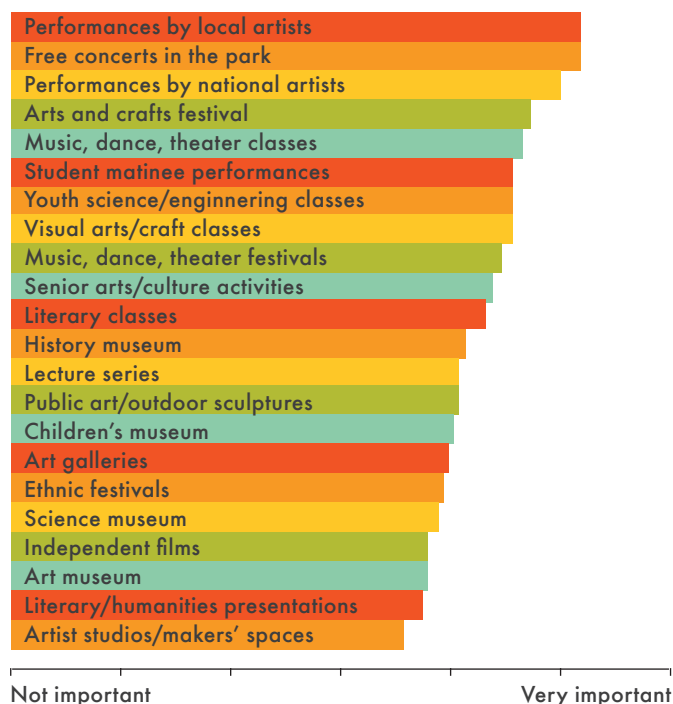
When deciding whether or not to participate in cultural activities, “seeking entertainment or a leisure activity” was the most important reason, followed closely by “seeking a social activity” and “wanting to support the community.”



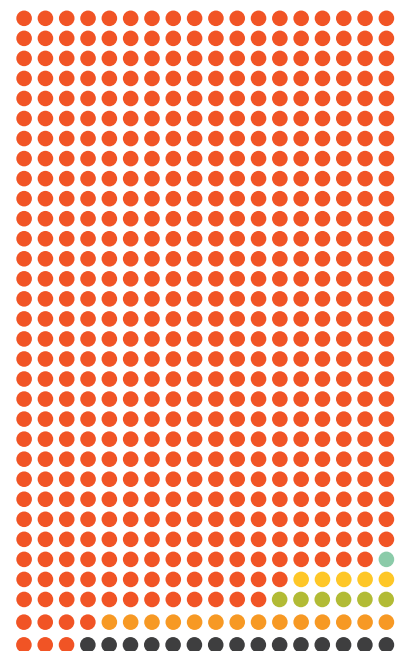
Poll asking patrons how important the above reasons are when deciding whether or not to participate in arts and culture activities

People prioritize local performances, including free concerts, as well as national touring acts, when choosing among entertainment options.

Respondents' top entertainment choices were performances by local professionals and free concerts, closely followed by performances by national artists. Other highly rated choices were arts and crafts festivals, and music, dance and theater classes for youth and adults.



Members of the community who identify as non-white were under-represented in this survey. Therefore, it could be assumed that they are also under-represented in our patron base. While 18% of Parker's population is non-white, only about 7% of our patrons identify as non-white.



- White
- Native American
- African American
- Asian/Pacific Islander
- Latino/Latina
- Other



Quality and cost count when people are deciding what they want to see and do. Personal interest

is the primary decision factor for people when choosing a cultural activity, but **quality** of the performance was a close second. **Affordability** was also identified as an important decision factor, with **"too expensive"** identified as the biggest reason that prevents people from attending or participating in an arts and culture activity.

They want more of what's already being offered.

Survey respondents were asked what cultural activities they would add or expand. The top words used by respondents were **concerts, classes, music, plays, performances, events, and musicals**. The top phrases that respondents shared were family friendly, art and dance classes, music concerts, big name and local artists.





Swot analysis}

Finally, the Cultural Strategic Planning Committee and the Parker Arts' Leadership Team held separate SWOT Analysis sessions to evaluate the strengths, weaknesses, opportunities and threats facing the Cultural Department.

STRENGTHS

| | |
|----------------------------------|-----------------------------------|
| QUALITY VARIETY | SUPPORTIVE PATRONS & COMMUNITY |
| NATIONAL & LOCAL PERFORMANCES | FACILITIES |
| LOCATION | FAMILY FOCUSED |
| FREE CONCERTS/EVENTS | YOUTH CLASSES |
| | AFFORDABILITY |

WEAKNESSES

| | |
|--------------------|---------------------|
| PARKING | AWARENESS |
| LACK OF DIVERSITY | SPACE LIMITATIONS |
| BUDGET CONSTRAINTS | STAFFING CHALLENGES |

OPPORTUNITIES

| | |
|---|------------------------------------|
| EXPAND PARTNERSHIPS | COLLABORATE WITH SCHOOLS |
| INCREASE REVENUE FROM SOURCES (grants, memberships) | CONNECT WITH ETHNIC COMMUNITIES |
| WORK WITH DEVELOPERS | EXPLORE DIFFERENT PROGRAMMING |

THREATS

| | |
|---|---|
| COMPETING VENUES AND/OR LEISURE ACTIVITIES | AVAILABILITY/AFFORDABILITY OF ENTERTAINERS |
| DECLINING ECONOMY | |

what it all boils down to }

Taking into account learnings gathered from the research, survey and SWOT Analysis, the Cultural Strategic Planning committee identified **Critical Success Factors** that should be reflected in the new strategic plan. These words capture the elements that are necessary for Parker Arts to achieve its mission, and were the inspiration for the final **Strategic Objectives** that will guide our next five years.



A word cloud of Critical Success Factors. The words are arranged in a circular pattern around the central word 'quality'. The words include: VARIETY, REVENUE, families, SOURCES, partnerships, EDUCATION, innovation, flexibility, staff, access, diversity, COMMUNITY, inclusivity, location, and SUPPORT.

VARIETY
REVENUE
families
SOURCES
partnerships
EDUCATION
innovation
flexibility
staff
access
diversity
COMMUNITY
inclusivity
location
SUPPORT
quality

Strategy Scorecard}

FRAMEWORK

(For more information see www.balancedscorecard.org)

Parker Arts' five-year strategic plan was specifically formulated as a Strategy Scorecard that fits on a single page. We borrowed this framework from the widely-accepted Balanced Scorecard approach, which is a strategic planning and management system that organizations use to:

- }
 - }
 - }
 - }
- Communicate what they are trying to accomplish
 - Align the day-to-day work that everyone is doing with the long term or high level strategy
 - Prioritize projects, products, and services
 - Measure and monitor progress towards strategic targets

The Parker Arts 2019-2023 Strategy Scorecard connects the dots between the big picture (vision and mission) and more operational elements such as long term improvement activities, short term projects and metrics of success. The Scorecard includes several components:

VISION

A 'photograph' of what Parker Arts wants to achieve by the end of this five-year plan. The vision serves as a clear and concise guide for choosing current and future courses of action.

MISSION

Tells people our purpose in a succinct and memorable way, explaining why we exist, whom we serve and how we serve them.

STRATEGIC OBJECTIVES

These are the continuous improvement activities that we will prioritize over the next five years in order to deliver on our mission and achieve our vision.

SHORT TERM INITIATIVES

These are specific programs or system changes we will implement over the next two years in order to "move the needle" on our strategic objectives.

PERSPECTIVES

The Balanced Scorecard recommends viewing the organization from four distinct "Perspectives" or points of view and developing multiple long term strategic objectives for each perspective.

1. Patrons, community members and partners
 - this perspective views organizational performance from the point of view of our customers and other key stakeholders that we serve.
2. Organizational learning and growth
 - this perspective views organizational performance through the lenses of human capital and organizational culture.
3. Financial sustainability
 - this perspective views organizational financial performance and the use of financial resources.
4. Internal effectiveness
 - this perspective views organizational performance through the lenses of the quality and efficiency of our key business processes.

METRICS

This is how we will know whether an initiative is successful and should be continued.

Parker Arts 2019-2023 STRATEGY SCORECARD



vision

PARKER ARTS WILL BE FUNDAMENTAL TO THE TOWN'S
IDENTITY AS A VIBRANT COMMUNITY.

mission

PARKER ARTS WILL ENHANCE LOCAL ECONOMIC
VITALITY AND QUALITY OF LIFE BY OFFERING UNIQUE
GATHERING SPACES AND PROVIDING ACCESS TO A
WIDE VARIETY OF HIGH-QUALITY PERFORMANCES,
EXHIBITS, AND EDUCATIONAL PROGRAMS IN
ARTS, CULTURE, HISTORY, AND SCIENCE.



PERSPECTIVE #1: PATRONS, COMMUNITY MEMBERS AND PARTNERS

We heard loud and clear that our patrons and the community-at-large want to be able to choose from a wide variety of arts and cultural programming, including both local performers and national acts, free events, festivals, concerts, plays, and more. But quality is an important consideration when they choose how to spend their entertainment dollars. So we will continue to provide a wide variety of programming to ensure “something for everyone”, and quality will be a key factor in programming decisions.

While the community is very pleased with our current offerings, artists are by nature creative and innovative. We will explore new programming ideas, but we will do so in partnership with other groups, such as schools, libraries, and local businesses, to capitalize on our combined strengths.

As our community’s demographics evolve, our programs will need to be relevant, affordable, and welcoming to a broader array of individuals and families. By expanding access and inclusivity, we will better serve the region’s growing senior population, increasingly diverse ethnic communities, and the rising number of economically disadvantaged families.

STRATEGIC OBJECTIVES

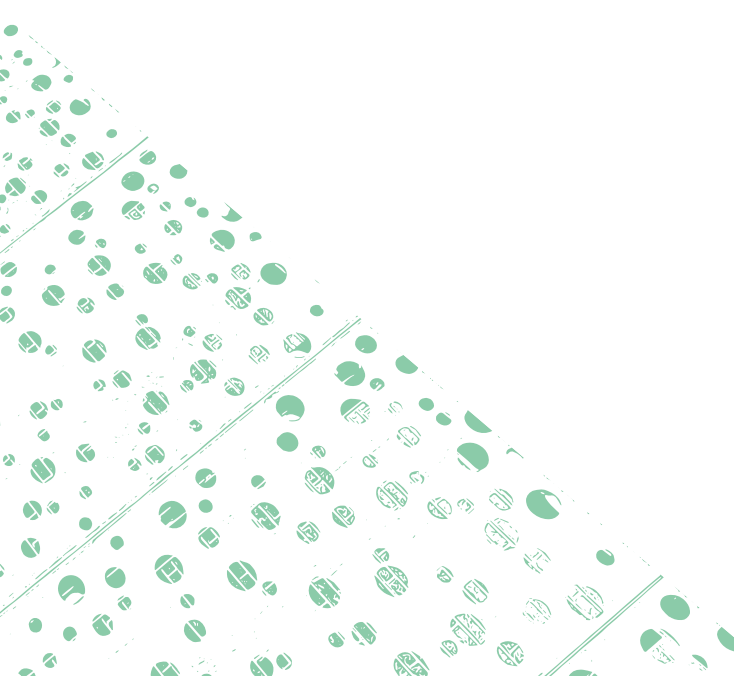
- } Provide a variety of quality programming
- } Innovate through partnerships
- } Expand access and inclusivity

SHORT TERM INITIATIVES

- } Develop a Parker Arts Rubric to assess the success of all shows and classes; analyze results quarterly with leadership team
- } Identify and secure at least one partner to introduce a new programming genre in 2019–20 season
- } Partner with a local organization to enhance a program, class or series by including a dining option
- } Build a relationship with an underserved cultural group and jointly develop activities that expand the reach of our existing programs

METRICS

Program quality, % of capacity, profitability, # of first-time attendees, # of underserved patrons, partner satisfaction.



PERSPECTIVE #2: ORGANIZATIONAL LEARNING AND GROWTH

The Denver metro-area creative sector is robust, and competing venues are vying for staff and artist talent from the same candidate pool. Maintaining our highly skilled and loyal workforce is therefore essential.

Our volunteer corps of over 300 community members clock 10,000 hours with Parker Arts every year. They provide services that would otherwise have to be performed by paid staff. To retain these valuable contributors, we will provide training opportunities and regularly recognize and celebrate their support.

Staff and volunteers alike want to look forward to every shift, and to do work that is fun and rewarding. Maintaining a culture of joy, service and respect will go a long ways towards creating a happy and fulfilling work environment.

STRATEGIC OBJECTIVES

- } Maintain a highly skilled professional workforce
- } Develop and recognize our volunteers
- } Maintain a culture of joy, service and respect

SHORT TERM INITIATIVES

- } Provide essential professional development to staff to keep Parker Arts competitive
- } Initiate a cross-training and on-the-job training plan to maximize the learning opportunities of all staff
- } Assess our current volunteer training, recruiting, recognition and retention efforts
- } Expand the volunteer program to include opportunities across all operations
- } Form a department-wide committee to plan opportunities for all staff and their families to get together, have fun, learn, and serve our community

METRICS

people trained, industry recognition, staff retention, # new and retained volunteers, satisfaction scores.





PERSPECTIVE #3: FINANCIAL SUSTAINABILITY

A fluctuating economy, shifting government priorities, programming changes at competing venues, and other threats outside our control all have the potential to impact Parker Arts programs. Yet, to fulfill our vision of being fundamental to our town's identity, we must provide consistent public amenities on which residents and visitors can rely. This requires strong earned and contributed revenue plus predictable investments by the Town. It also requires that expenses be closely monitored and managed relative to that revenue mix. Parker Arts will therefore maintain at least the industry average for all financial ratios related revenues and expenses.

The return on investment in arts and culture is both financial and non-financial. It is certainly measured by increased economic activity, but there are many other measures that are not immediately quantifiable but still valuable. These include effective community engagement, greater community pride and heightened compassion for our neighbors. We will educate Parker residents on these and other benefits that accrue from our community's investments in arts and culture.

STRATEGIC OBJECTIVES

- } Maintain industry average ratios of revenue and expenses
- } Educate citizens on the return on investment (financial and non-financial) for arts and culture

SHORT TERM INITIATIVES

- } Identify industry average financial ratios and track Parker Arts ratios
- } Create one new revenue-generating activity that is held in a currently underutilized space
- } Analyze contributed revenue activities, such as grants, donations and events, and set goals based on industry best practices
- } Conduct a study to assess the economic impact of Parker Arts and develop a plan to educate our community on the economic and community value that our cultural offerings bring to Parker and the surrounding areas

METRICS

Operational cost recovery, % of general fund support, contributions as % of revenue and expenses.



PERSPECTIVE #4: INTERNAL EFFECTIVENESS

To manage expenses and capitalize on innovation we must ensure the effectiveness of our internal operations. The state of repair of our facilities and equipment is central to the patron experience, so the maintenance of these critical assets will be a top priority.

Within our department and in other Town departments, there are resources that could be better shared or deployed more broadly, potentially offering time and cost savings. We will seek to increase synergy across Parker Arts and with other Town departments to improve operational efficiency.

STRATEGIC OBJECTIVES


- } Ensure maintenance of facilities and equipment
- } Increase synergy and improve efficiency

SHORT TERM INITIATIVES

- } Consolidate department plans for repair and maintenance
- } Maximize use of Town-wide software systems
- } Develop procedures to align staff use of EMS, Shift Planning, Kronos and G Drive

METRICS

Reduced downtimes, increased efficiencies and accuracy, decreased expenses



Parker Arts 2019-2023 Strategy Scorecard:

A FRAMEWORK FOR IDENTIFYING AND TRACKING OUR ORGANIZATIONAL STRATEGIES FOR THE NEXT FIVE YEARS.

Vision: Parker Arts will be fundamental to the Town's identity as a vibrant community.

Mission: To enhance local economic vitality and quality of life by offering unique gathering spaces and providing access to a wide variety of high-quality performances, exhibits, and educational programs in arts, culture, history, and science.

| PERSPECTIVES Points of view we must consider | strategic objectives Our priority improvement areas over next 5 years | short term initiatives Specific programs or system changes we will implement over the next 2 years | sample metrics How will we know the initiative is successful? |
|---|---|---|--|
| PATRONS, COMMUNITY MEMBERS, AND PARTNERS Satisfaction and retention | Provide a variety of quality programming Innovate through partnerships Expand access and inclusivity | Develop a Parker Arts Rubric to assess the success of all shows and classes; analyze results quarterly with leadership team Identify and secure at least one partner to introduce a new programming genre in 2019-20 season Partner with a local organization to enhance a program, class or series by including a dining option Build a relationship with an underserved cultural group and jointly develop activities that expand the reach of our existing programs | Program quality; % capacity; profitability Parker Arts Rubric; # 1st time attendees Parker Arts Rubric # underserved participants; partner satisfaction |
| ORGANIZATIONAL LEARNING AND GROWTH Human capital and organizational culture | Maintain a highly skilled professional workforce Develop and recognize our volunteers Maintain a culture of joy, service and respect | Provide essential professional development to staff to keep Parker Arts competitive Initiate a cross-training and on-the-job training plan to maximize the learning opportunities of all staff Assess our current volunteer training, recruiting, recognition and retention efforts Expand the volunteer program to include opportunities across all operations Form a department-wide committee to plan opportunities for all staff and their families to get together, have fun, learn, and serve our community | # people trained; industry recognition # people trained; staff retention # new and % retained; satisfaction scores # volunteers in new areas Calendar of events; staff satisfaction scores |
| FINANCIAL SUSTAINABILITY Financial performance and resource development | Maintain industry average ratios of revenue and expenses Educate citizens on the return on investment (financial and non-financial) for arts and culture | Identify industry average financial ratios and track Parker Arts ratios Create one new revenue-generating activity that is held in a currently underutilized space Analyze contributed revenue activities, such as grants, donations and events, and set goals based on industry best practices Conduct a study to assess the economic impact of Parker Arts and develop a plan to educate our community on the economic and community value that our cultural offerings bring to Parker and the surrounding areas | Cost recovery; earned revenue as % of operations Parker Arts Rubric Renewal rates; fundraising expense as % of revenue Total new dollars that come into the community |
| INTERNAL EFFECTIVENESS Process efficiency and quality | Ensure maintenance of facilities and equipment Increase synergy and improve efficiency | Consolidate department plans for repair and maintenance Maximize use of Town-wide software systems Develop procedures to align staff use of EMS, Shift Planning, Kronos and G Drive | Reduced downtimes; increased efficiencies Decreased expenses Increased efficiencies and accuracy |

PARKER ARTS

www.ParkerArts.org

