



TOWN COUNCIL STUDY SESSION AGENDA
September 10, 2018
5:30 PM

I. Town Council Items

II. Study Session Items

1. Public Works Update - Williams - 30 minutes
2. Cultural Strategic Plan Update - Mariner - 15 minutes



MEMORANDUM

TO: Honorable Mayor and Memembers of Council
FROM: Elaine Mariner, Cultural Director
DATE: September 10, 2018
SUBJECT: Cultural Strategic Plan Update

ISSUE:

The Cultural Department's current strategic plan, which guides our programming and operations, runs through 2018. In March 2018, we began a process to develop our next five year strategic plan, which will run through 2023. As part of the planning process, our 11-member Community Steering Committee developed an online community survey and conducted a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). In this presentation we will briefly review their findings and provide an update on the planning timeline.

FISCAL/BUDGET IMPACT:

None.

BACKGROUND:

At the Council's May 14, 2018 Study Session, the Cultural Department's White Board presentation included information regarding our 2019-2023 strategic planning process. We indicated that the planning process would utilize research and trends, plus input from the community around key arts and culture issues, needs and priorities. We also provided Council several background documents: a list of Planning Steering Committee members, a planning timeline, the current strategic plan (2013-2018) with accomplishments for 2016 and 2017, and three other Town plans that specify goals for arts and culture.

In June, we launched an online community survey using Let's Talk Parker. In August the Steering Committee and Parker Arts Leadership Team analyzed Parker Arts' Strengths, Weaknesses, Opportunities and Threats (SWOT). A summary of the findings from these two processes is attached. Also attached are detailed charts and graphs from the online survey.

The Steering Committee will use these findings to make recommendations to the Parker Cultural and Scientific Commission (PCSC) regarding the Cultural Department's top priority Strategic Objectives during the next five years. After the Strategic Objectives are approved by PCSC, Cultural Department staff will identify one or more measurable and time-based goals for each Strategic Objective. The PCSC will review these goals and present a final 2019-2023 Cultural Department Strategic Plan to Town Council for approval in late November or early December.

RECOMMENDATION:

For informational purposes only.

REQUESTED DIRECTION:

No action needed at this time.

ATTACHMENT:

1. Summary of Community Survey and SWOT Analysis
2. Community Survey Charts

Parker Arts 2019-2023 Strategic Planning Process

Summary of Community Survey and SWOT Analysis

The goal of the Parker Arts strategic planning process is to identify the Parker community's perception of key issues, needs, and priorities concerning the cultural development of the town and the surrounding region, and to use the findings to create a feasible Five Year Strategic Plan which guides sustainable operations of Parker Arts. The Strategic Planning Steering Committee employed a Community Survey and a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) as part of the planning process and this report summarizes those findings.

Community Survey

Methodology

An online survey consisting of 21 multiple choice and open-ended questions was posted on the *Let's Talk Parker* website to obtain feedback from the community on their perceptions regarding arts and cultural activities in Parker and the surrounding region.

The survey was available from June 18 through July 31, 2018. It was promoted through Parker Arts' and the Town of Parker's communication mediums, including social media pages, Next Door app, email blasts to patrons, Talk of the Town, and paid Facebook posts. In addition, members of the Strategic Planning Steering Committee identified key stakeholders and sent the survey link to those groups directly. The stakeholders included, but were not limited to: senior citizens, renters from Indian and Asian Pacific community, visual arts leaders, historical society members, performing arts organizations, educators, local Rotary groups, and Downtown Parker business owners. A total of 1,338 people visited the survey website link and 661 people completed the survey.

Survey Findings – Who Responded?

The demographics of the respondents were similar to the overall demographics of the Town of Parker and to Parker Arts' current patrons.

People between the ages of 35 and 45 were the largest group of respondents and almost half of the respondents have children living at home. Average household income was over \$100,000. Just over half of the respondents live in Parker and another 25% live in the communities immediately adjacent to Parker, which is similar to Parker Arts' current patrons.

The survey under-represents some members of the community, particularly those who identify as non-white.

Given that Parker's population is over 50,000, 661 responses is not a statistically significant number. Therefore, the results should not be determined to be representative of the community as a whole. In addition, over 81% of the respondents identified as Caucasian and another 12% choose "prefer not to say". No single ethnicity represented more than 3% of the total. However, according to the U.S. census, Parker's population by ethnicity includes 8.9% Hispanic, 3.4% Asian, and 1.4% Black, so the survey under-represents the views of Parker's non-white community.

Respondents were already engaged with Parker Arts in some form.

Although 13.3% of respondents had not visited the PACE Center in the past 12 months, two-thirds had visited the PACE Center between 1-5 times. 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. (Respondents could choose more than one activity.)

Survey Findings – What are the factors that influence people’s participation in arts and culture in their community?

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.”

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

Respondents’ top entertainment choices are 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.

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

Personal interest is the primary decision factor in choosing a cultural activity, but quality of the performance or the teacher 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.

There is a sizable audience for programming targeted at adults.

“Family-friendly” was not rated as an important criteria in deciding whether to participate, indicating there is a sizable audience for adult-targeted programming. The majority of people who chose “lack of free time” as a reason for not participating had children at home, indicating there are some constraints when creating programs for families.

They want more of what’s already being offered.

Survey respondents were asked what cultural activities they would add or expand, using their own words. The top words used by respondents represented activities that are already offered by Parker Arts: concerts, classes, music, plays, performances, events, and musicals. The top phrases that respondents used also reflected current programming: family friendly, art and dance classes, music concerts, big name and local artists.

They hope that programs would not have to be eliminated due to Town funding restrictions, but understand that free events or high cost programs might have to be reduced.

When asked what activities they would eliminate if it became necessary, survey participants were very practical in their responses. Many said they would hate to see anything go, but if required, they suggested eliminating programs that are free of charge such as the Discovery Park concerts, the lectures series, and public art. In addition, they recommended eliminating costly national touring acts, and shows that are not well-attended.

People who identified with a specific ethnicity are interested in a wider range of cultural activities.

Non-white respondents were more supportive of a range of cultural activities as compared to their Caucasian counterparts, specifically history museums, ethnic festivals, and events that celebrate cultural heritage.

SWOT Analysis

Methodology

Steering Committee members first individually identified what they felt were Parker Arts' Strengths, Weaknesses, Opportunities and Threats. They were encouraged to pull from the background research provided to them at the start of the planning process, as well as the findings from the community survey. The members then worked jointly to group the individual responses into common topics and to prioritize the topics based on the number of responses each topic received. The Parker Arts Leadership Staff performed the same exercise in a separate session.

SWOT Topics - # of committee responses in black; # of staff responses in red

Strengths Quality & variety of national and local performances – 21, 13 Location - 12, 6 Free concerts/events - 8 Supportive patrons & community – 8, 2 Quality & variety of facilities - 7, 9 Family focused events - 6 Variety of classes and programs for youth – 5, 3 Affordable, competitively priced offerings - 4, 2 Marketing - 4 Talented, passionate, creative staff – 3, 15 Offering opportunities to socialize - 2 Community resource - 3 Town financial support - 2 Positive economic impact - 1 Volunteers - 1	Weaknesses Location and parking challenges – 10, 8 Perceived programming gaps (e.g. family, country, seniors, young people, arts festivals, STEAM, tech theater educ, art studios - 9, 4 Not reaching non-white communities – 8, 1 Budget limitations - 7, 7 Too expensive - 6 Lack of visibility/awareness - 5, 1 Space limitations/conflicts - 15 Staffing challenges - 10 Lack of independence from Town - 4 Quality of artists - 3 Usher training - 1
Opportunities Expand partnerships with local businesses and other cultural organizations – 11, 7 Increase revenue from diverse sources (e.g. grants, memberships, marketing, services, concessions and activating underutilized spaces) - 9, 10 Work with developers and local businesses to capitalize on Parker's continued growth - 8 Work with schools and youth on different education opportunities, e.g. STEM, theater tech, filmmaking, teacher training - 8, 10 Connect with ethnic communities not currently attending to increase their participation - 6, 1 Try different programming, e.g. authors, emerging artists, festivals, seniors - 9, 7 Restructure, renegotiate existing offerings - 11 Incorporate new technology into spaces - 1	Threats Further Town budget cuts, more Town Council directives - 10, 9 New development in downtown Parker is not complementary or restricts access to cultural venues - 11, 4 Competing venues or leisure activities - 10, 11 National/local economy could decline or go into recession - 7, 3 Availability and affordability of national touring artists - 5, 6 Changing demographics - 3 Lack of support for arts by Town officials – 2, 7 Losing staff to other venues - 4 Patrons lose interest in us - 3 Changing technology - 1

My Age Is (broken down by gender)

I identify my gender as:

- Female
- I prefer not to say
- Male

My age is: (removed outliers) Binned

75.5 — 85.5

65.5 — 75.5

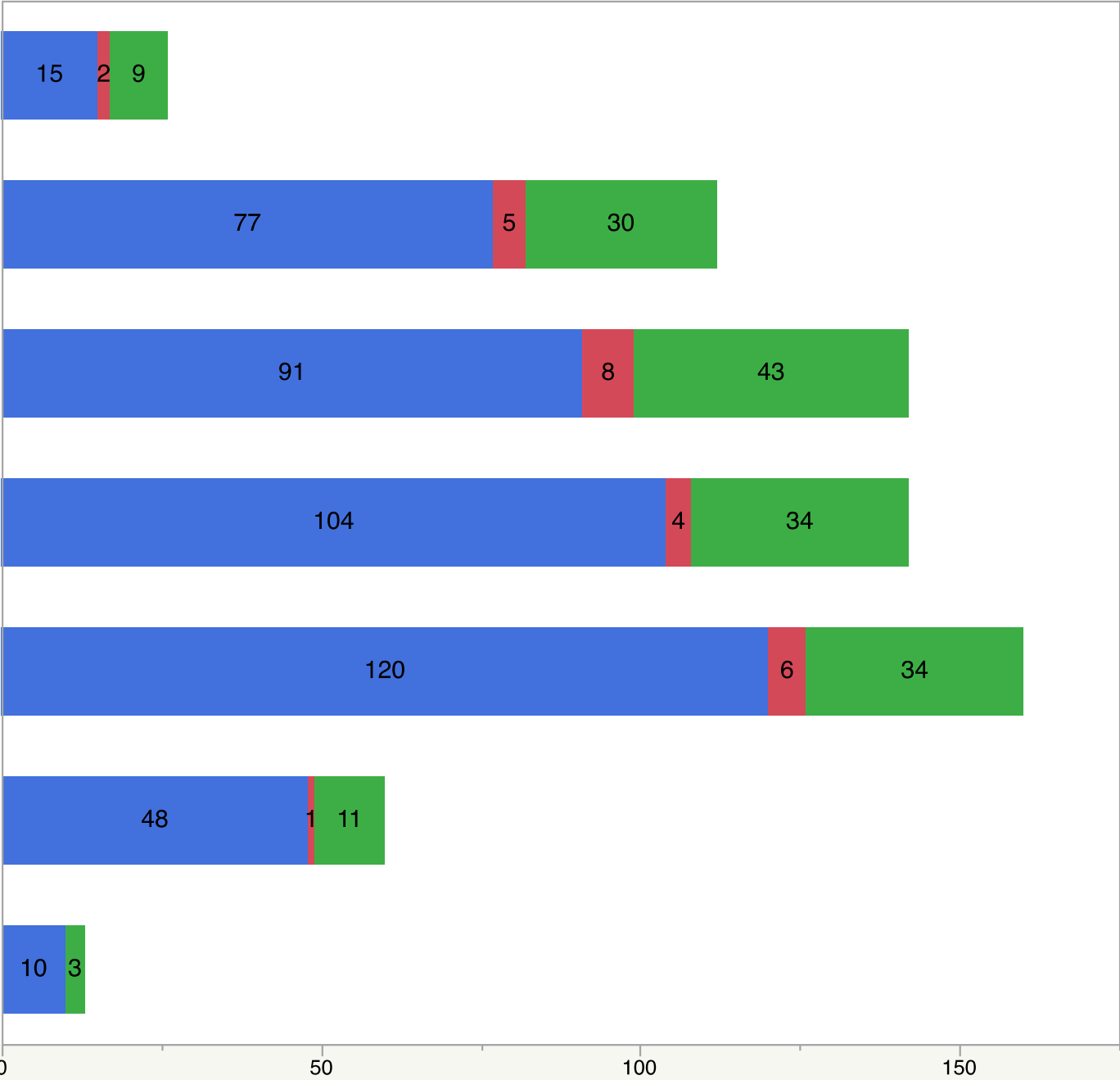
55.5 — 65.5

45.5 — 55.5

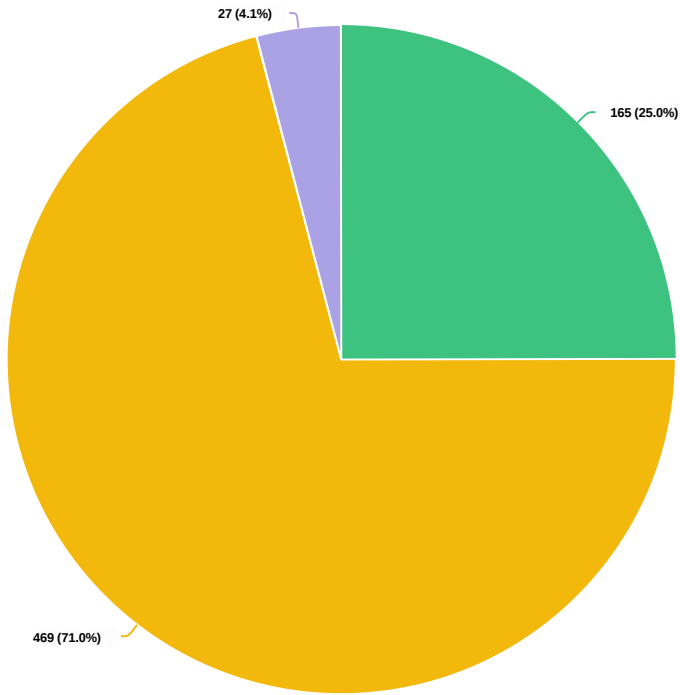
35.5 — 45.5

25.5 — 35.5

15.5 — 25.5



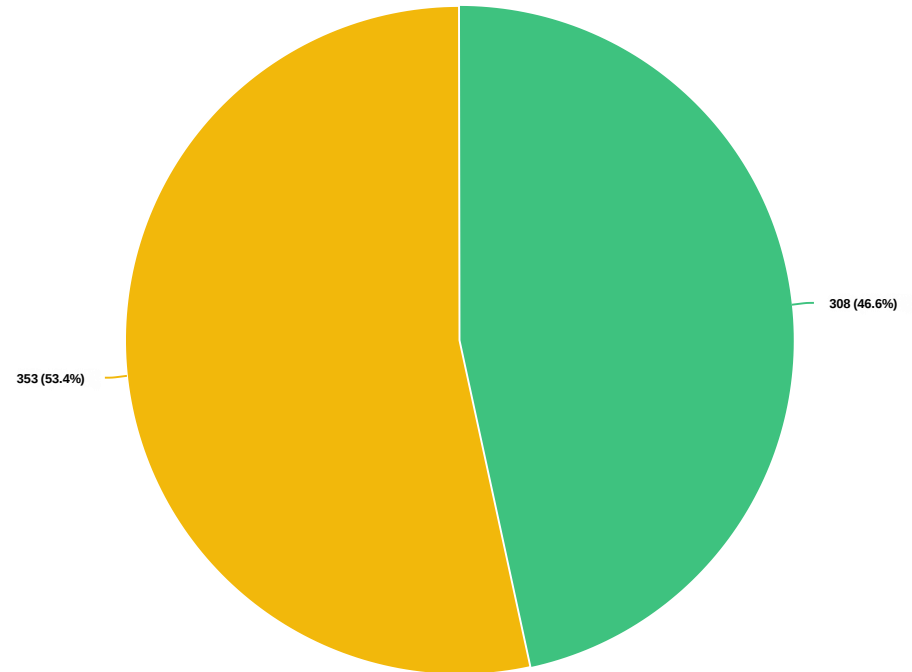
I identify my gender as:



Question options

Male Female I prefer not to say
(661 responses, 0 skipped)

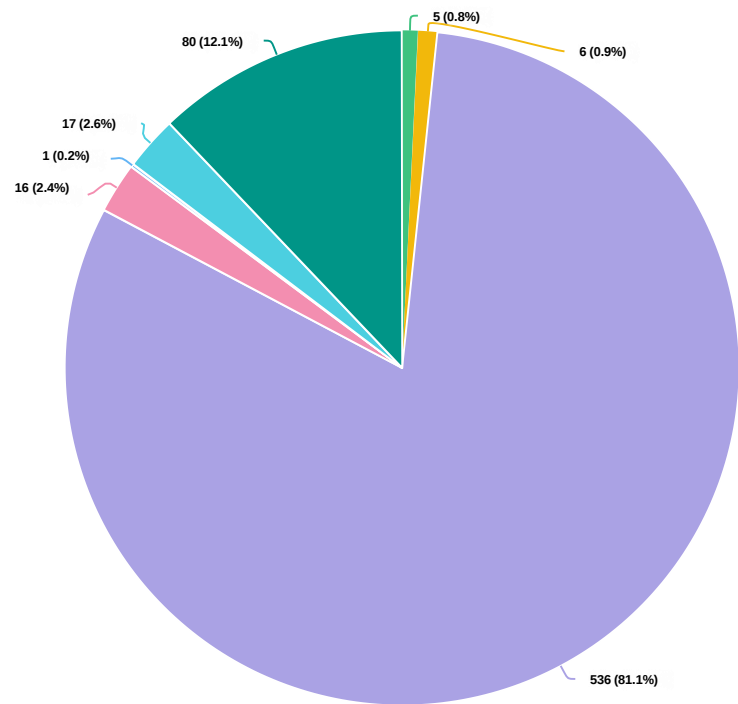
I have children living at home:



Question options

Yes No
(661 responses, 0 skipped)

I most identify with the following racial or ethnic group:

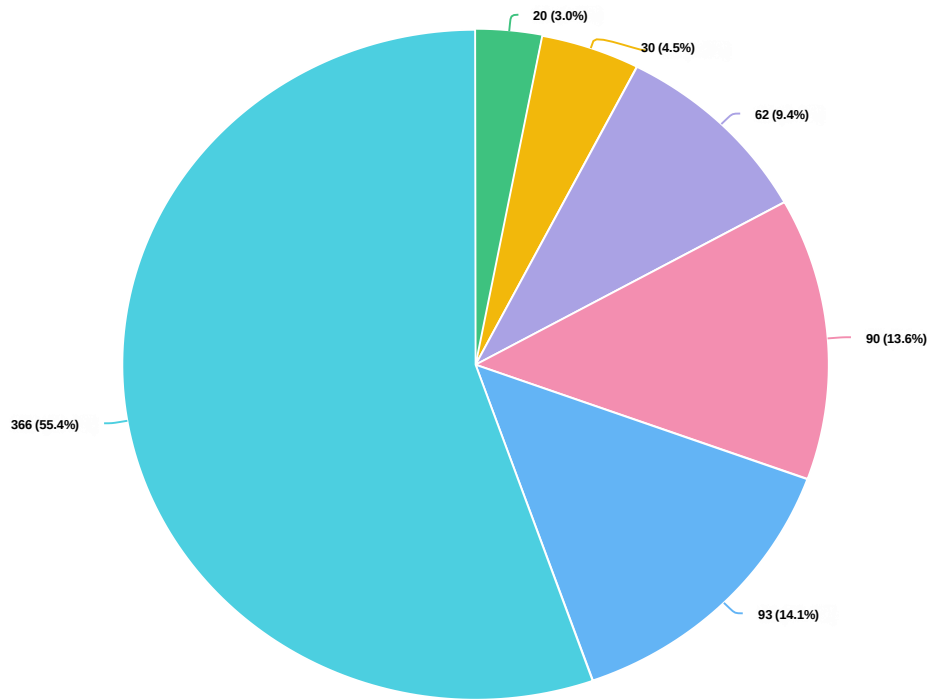


Question options

- African-American (non-Hispanic)
- Asian/Pacific Islander
- Caucasian (non-Hispanic)
- Latino or Hispanic
- Native American or Aleut
- Other
- I prefer not to say

(661 responses, 0 skipped)

My household income is:

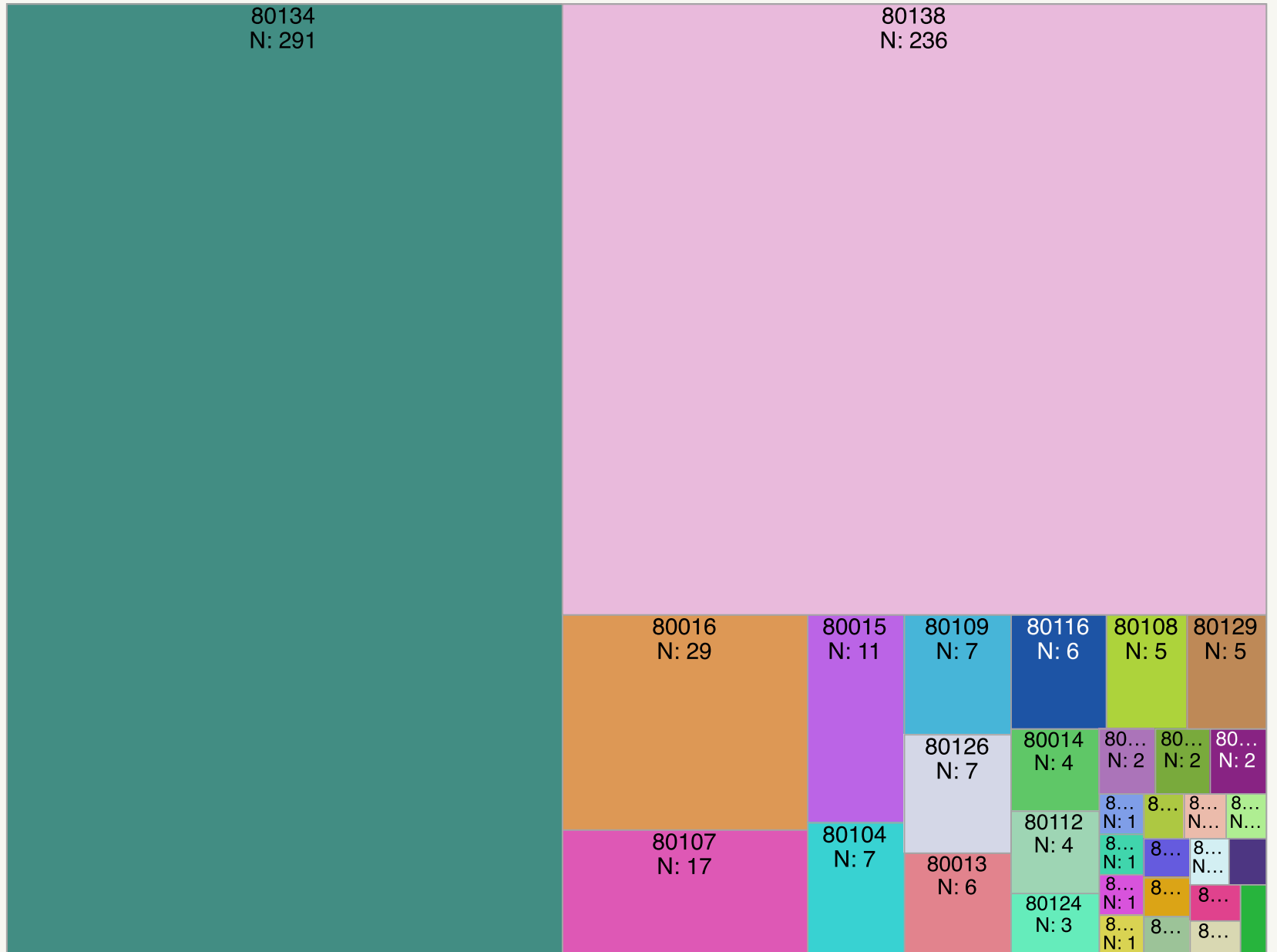


Question options

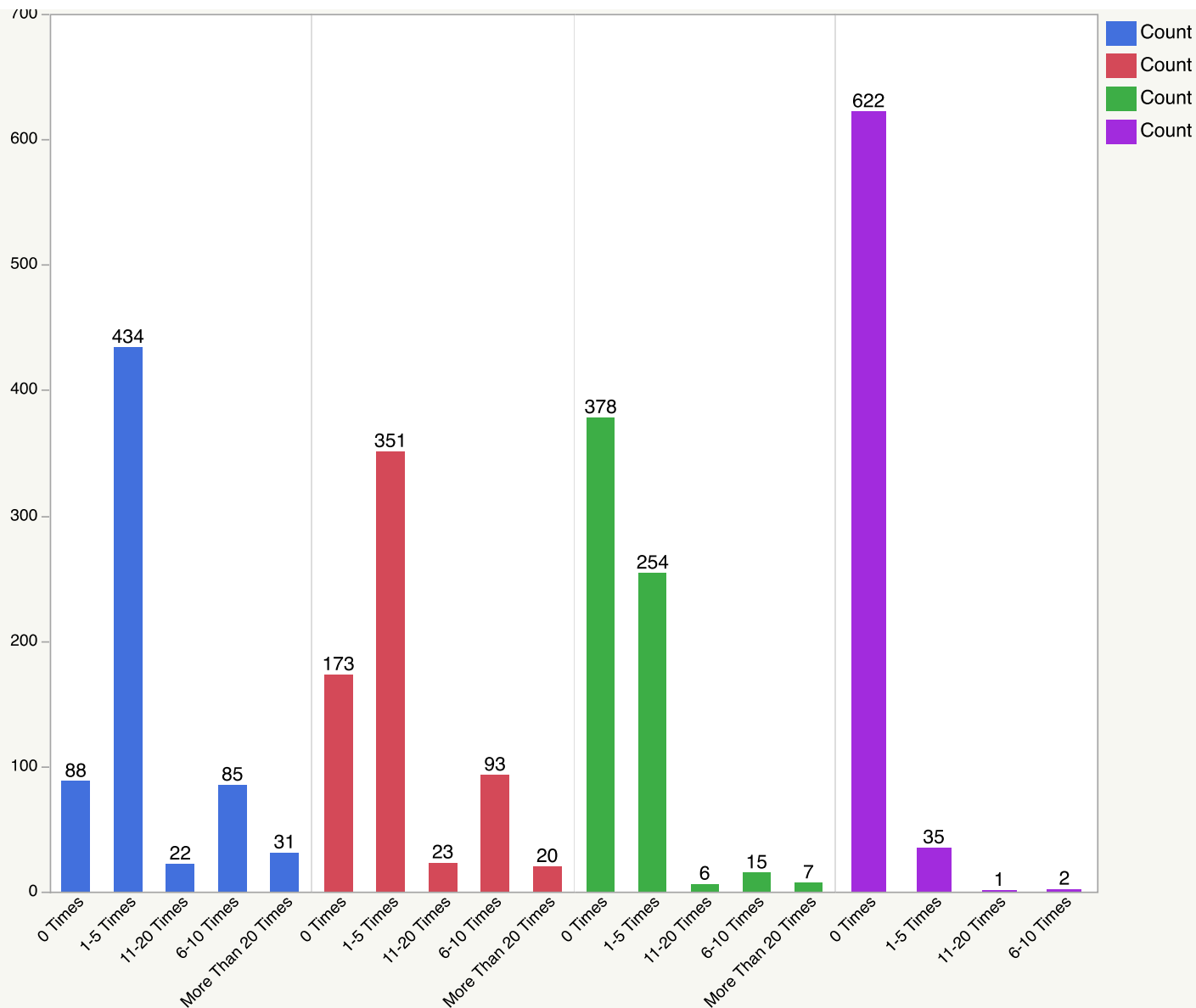
- Less than \$20,000
- \$20,000-\$39,999
- \$40,000-\$59,000
- \$60,000-\$79,000
- \$80,000-\$99,000
- \$100,000+

(661 responses, 0 skipped)

My zip code is:



How many times did you visit these Parker Arts venues in the past year?



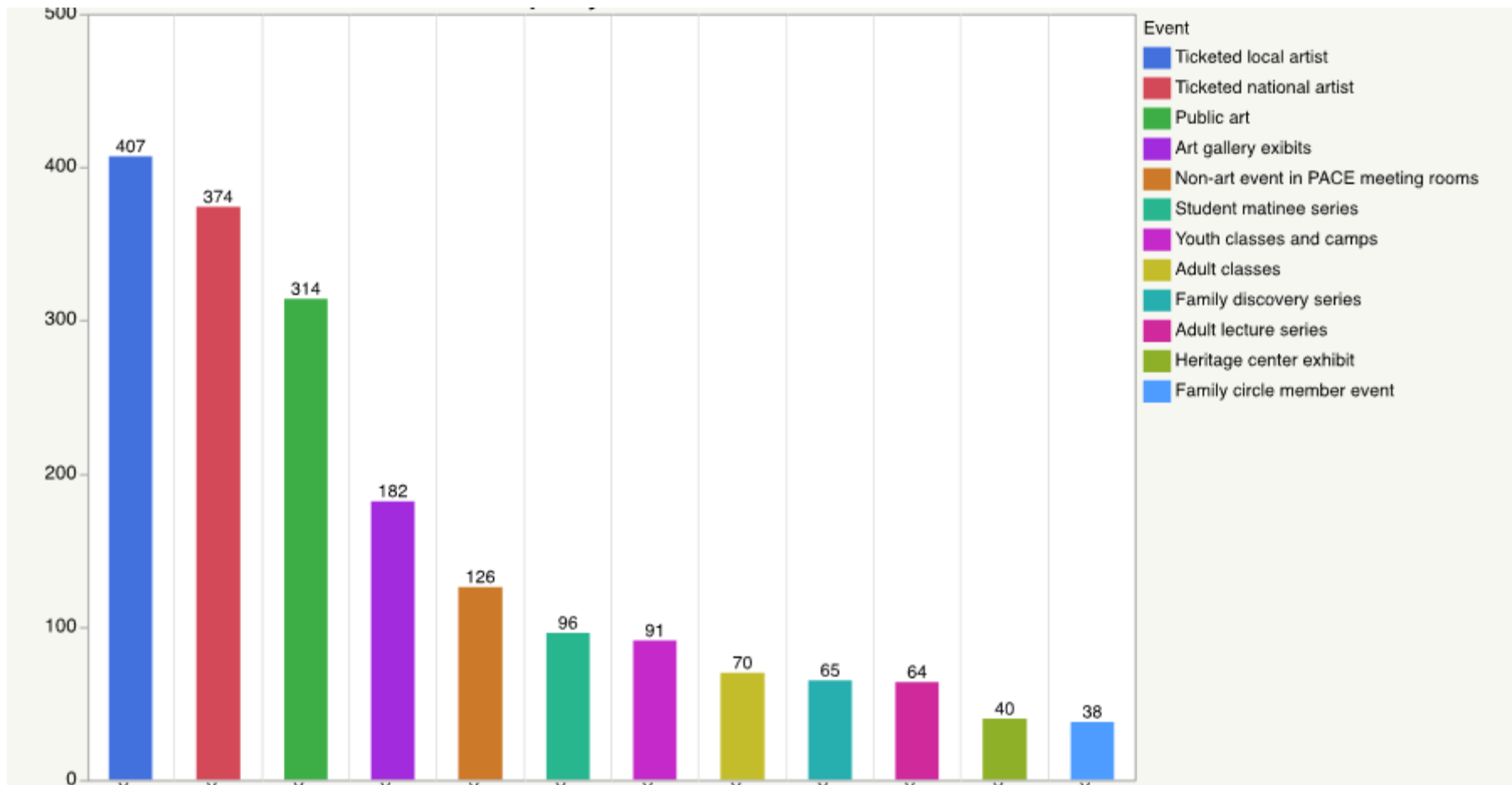
How many times/yr did you visit the
PACE Center

How many times/yr did you visit
Discovery Park

How many times/yr did you visit the
Schoolhouse

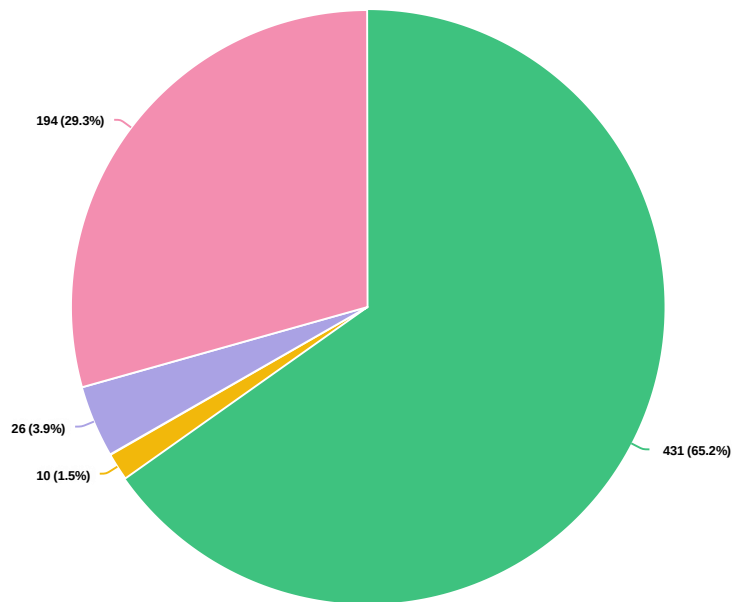
How many times/yr did you visit the
Ruth Memorial Chapel

Parker Arts offers a wide variety of arts and culture activities at our facilities, which include the PACE Center, The Schoolhouse, Ruth Memorial Chapel, and Discovery Park. Which of the following Parker Arts activities have you/your family participated in over the past year.





Since the opening of the PACE Center, the number of people visiting downtown Parker for arts and culture activities has increased. How do you think this has impacted the economic climate for DOWNTOWN PARKER businesses?

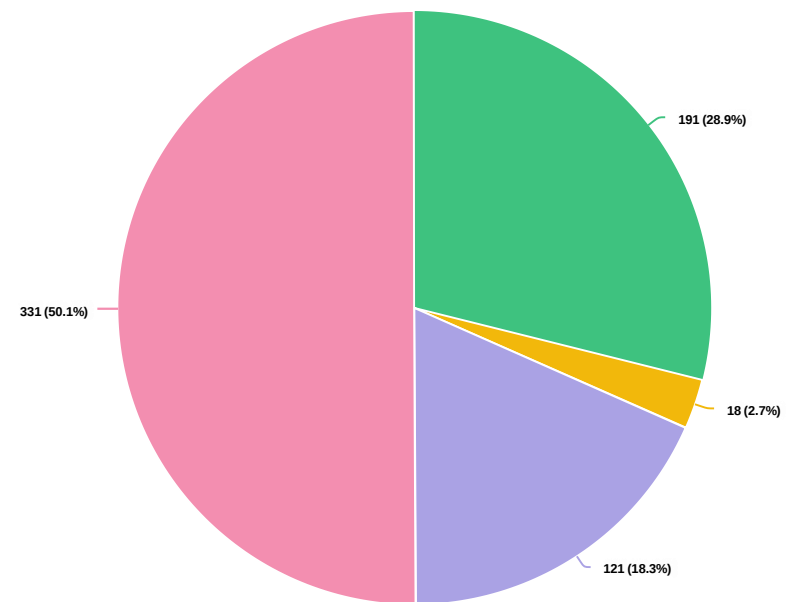


Question options

- Business activity and revenue has grown.
- Business activity and revenue has declined.
- Business activity and revenue has not changed.
- I'm not sure.

(661 responses, 0 skipped)

How has this impacted the economic climate for Parker businesses OUTSIDE the Downtown area?

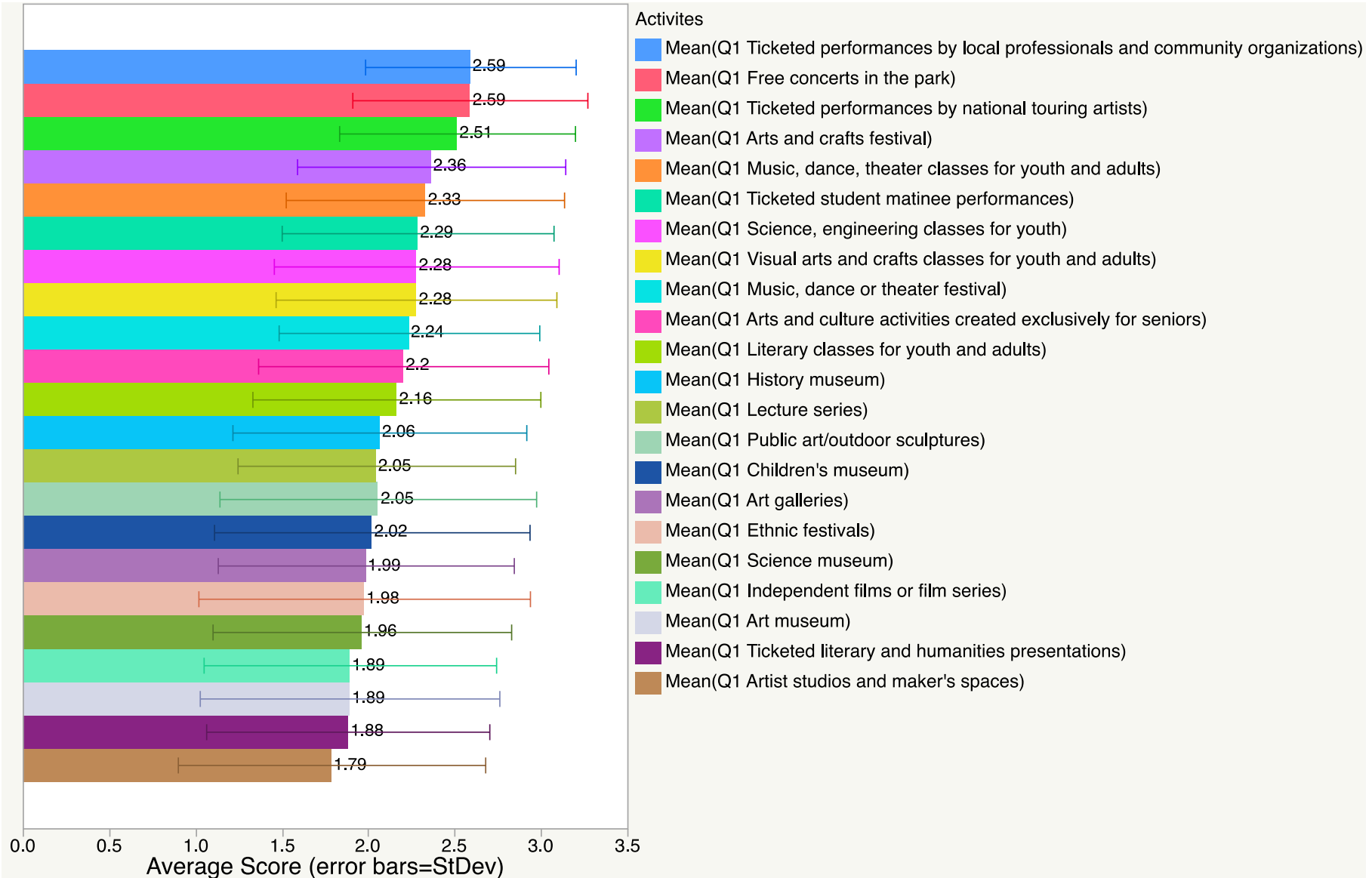


Question options

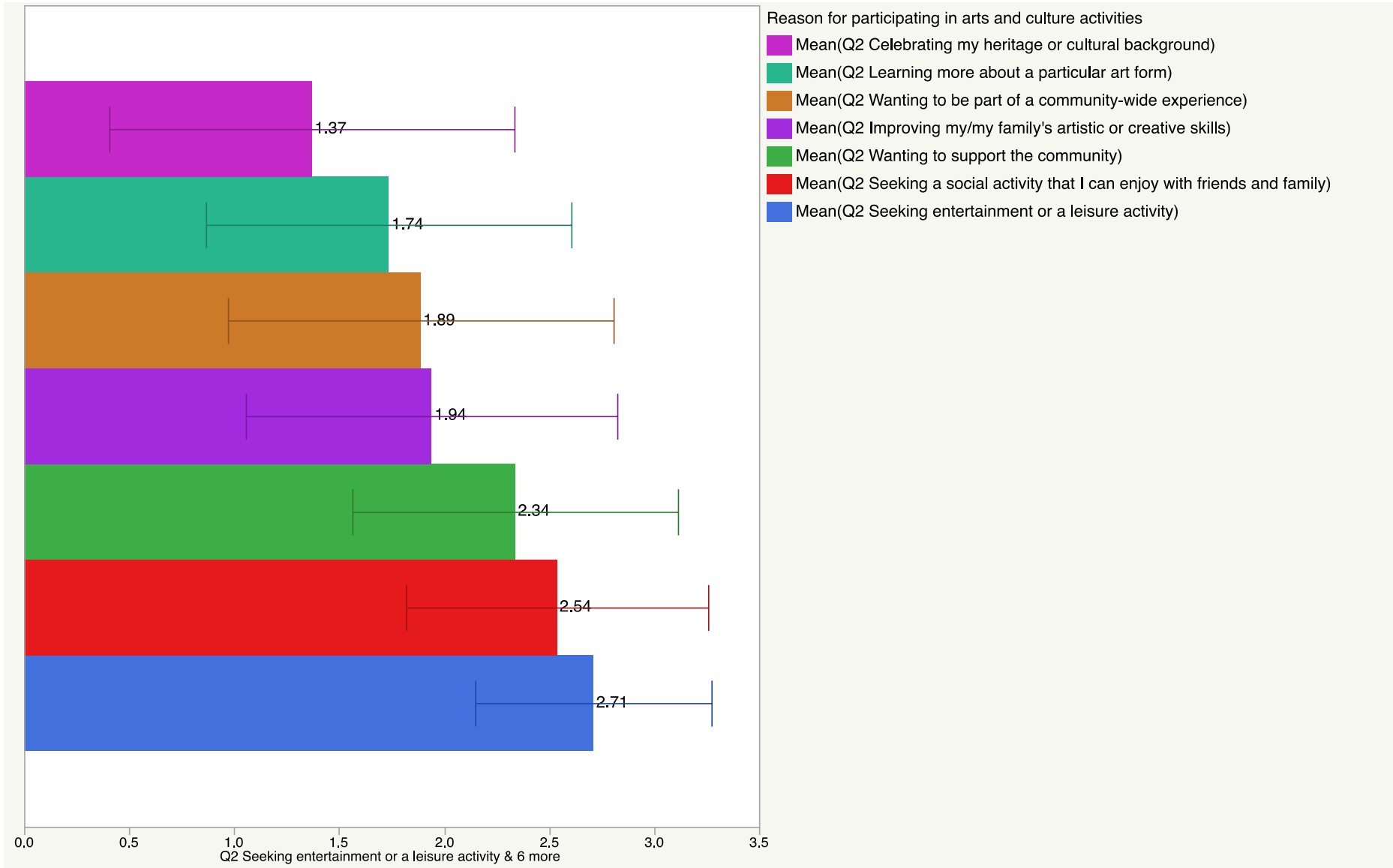
- Business activity and revenue has grown.
- Business activity and revenue has declined.
- Business activity and revenue has not changed.
- I'm not sure.

(661 responses, 0 skipped)

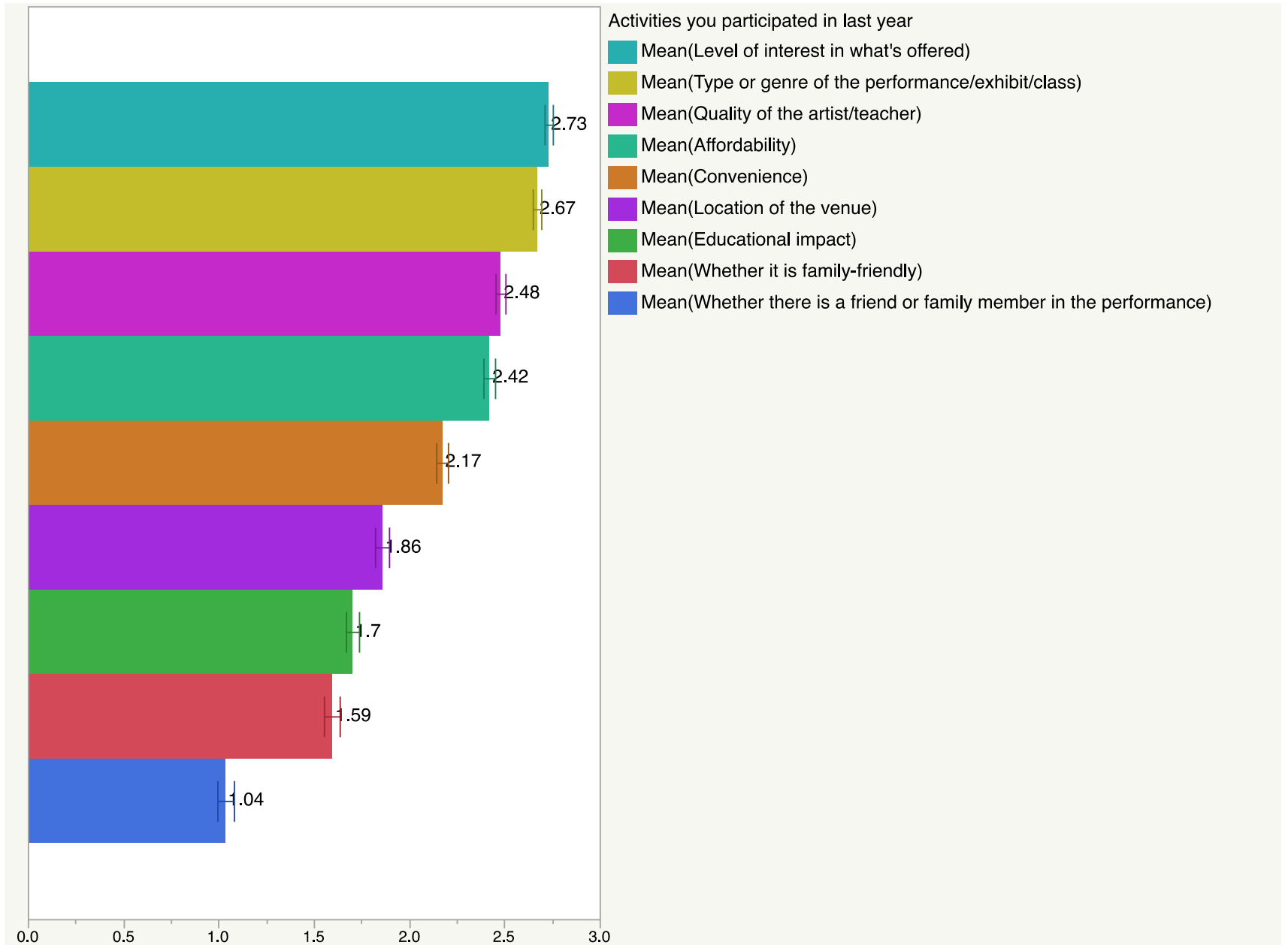
How important do you think it is to have access to the following types of arts and culture activities within a community like Parker?



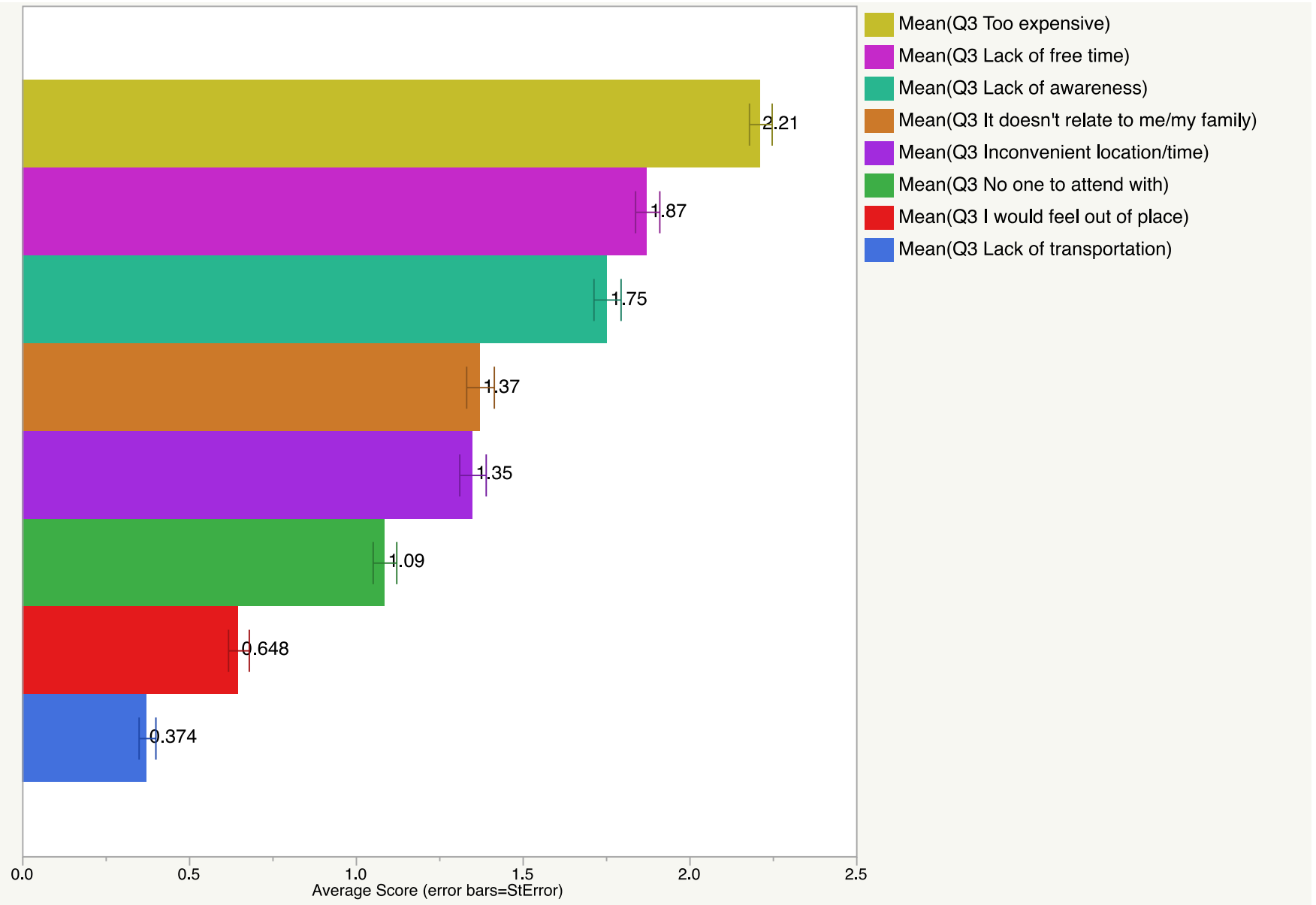
Tell us how important these reasons are to you when deciding whether or not to participate in arts and culture activities



Rank the top three criteria you use to select Parker Arts activities for yourself/your family:



Now, rank the below factors by how much they might prevent you from attending/participating in an arts and culture activity



▼ ☒ **Text Explorer for Q4 (Are there other factors that prevent you from attending/participating in an arts and culture activity?)**

Number of Terms	Number of Cases	Total Tokens	Tokens per Case	Number of Non-empty Cases	Portion Non-empty per Case
519	661	1968	2.97731	163	0.2466

▼ **Term and Phrase Lists**

Term	Count	
park·	28	
event·	20	
lack	14	
time·	12	
class·	12	
need·	11	
interest·	11	
activ·	11	
cost·	10	
famili·	10	
attend·	10	
avail·	10	
like	10	
none	10	
parker	10	
go·	9	
just	9	
much	9	
schedul·	8	
kid·	8	
perform·	8	
art·	8	
ticket·	7	
music·	7	
children·	7	
expens·	7	
community	7	

Phrase	Count	N
lack of parking	4	3
limited parking	4	2
lack of interest	3	3
art classes	3	2
family friendly	3	2
pace center	3	2
elements such as profanity	2	4
limited parking limited parking	2	4
like to attend	2	3
like to participate	2	3
like to see	2	3
limited parking limited	2	3
parking limited parking	2	3
country music	2	2
disabled people	2	2
geared towards	2	2
lone tree	2	2
much country	2	2
o'brien park	2	2
offensive elements	2	2
open space	2	2
parking limited	2	2
sensory friendly	2	2
what's going	2	2

▼ ☒ **Text Explorer for If it were possible to add activities or expand current programs, what do you/your family desire most?**

Number of Terms	Number of Cases	Total Tokens	Tokens per Case	Number of Non-empty Cases	Portion Non-empty per Case
1155	660	5308	8.04242	654	0.9909

▼ **Term and Phrase Lists**

Term	Count		Phrase	Count	N
concerts	77		family friendly	21	2
classes	75		pace center	16	2
music	65		art classes	11	2
plays	49		discovery park	10	2
performances	48		classes for adults	8	3
events	47		free concerts	8	2
musicals	45		love to see	7	3
art	43		classical music	7	2
shows	43		dance classes	7	2
activities	42		like to see	6	3
programs	42		big name	6	2
like	41		local artists	6	2
theater	40		musical theater	6	2
local	38		comedy shows	5	2
family	36		cooking classes	5	2
friendly	28		cultural events	5	2
pace	28		high school	5	2
park	27		music concerts	5	2
musical	26		music performances	5	2
kids	25		musical performances	5	2
parker	25		national touring	5	2
arts	24		concerts in the park	4	4
adult	23		performances by local	4	3
comedy	23		family oriented	4	2
center	21		kid friendly	4	2
artists	20		live music	4	2
free	20		local talent	4	2

▼ ☒ **Text Explorer for If it were necessary to eliminate programs due to Town funding restrictions, what do you recommend be eliminated?**

Number of Terms	Number of Cases	Total Tokens	Tokens per Case	Number of Non-empty Cases	Portion Non-empty per Case
824	660	3793	5.74697	646	0.9788

▼ **Term and Phrase Lists**

Term	Count	Phrase	Count	N
sure	94	free concerts	18	2
art	46	lecture series	12	2
programs	44	don't know	11	2
know	40	public art	11	2
concerts	34	national touring	10	2
classes	32	parker days	10	2
free	29	discovery park	8	2
national	23	outdoor art	8	2
none	23	well attended	6	2
park	23	hate to see	5	3
parker	23	pace center	5	2
nothing	22	touring artists	5	2
anything	20	national touring artists	4	3
n	20	art gallery	4	2
eliminate	19	big name	4	2
attended	18	least attended	4	2
events	18	outdoor concerts	4	2
outdoor	18	art in the park	3	4
don't	16	concerts in discovery park	3	4
series	13	concerts in the park	3	4
touring	13	free concerts in discovery	3	4
expensive	12	hate to see anything	3	4
least	12	concerts in discovery	3	3
lecture	12	art exhibits	3	2
public	12	art sculptures	3	2
sculptures	12	art shows	3	2
shows	12	carriage rides	2	2