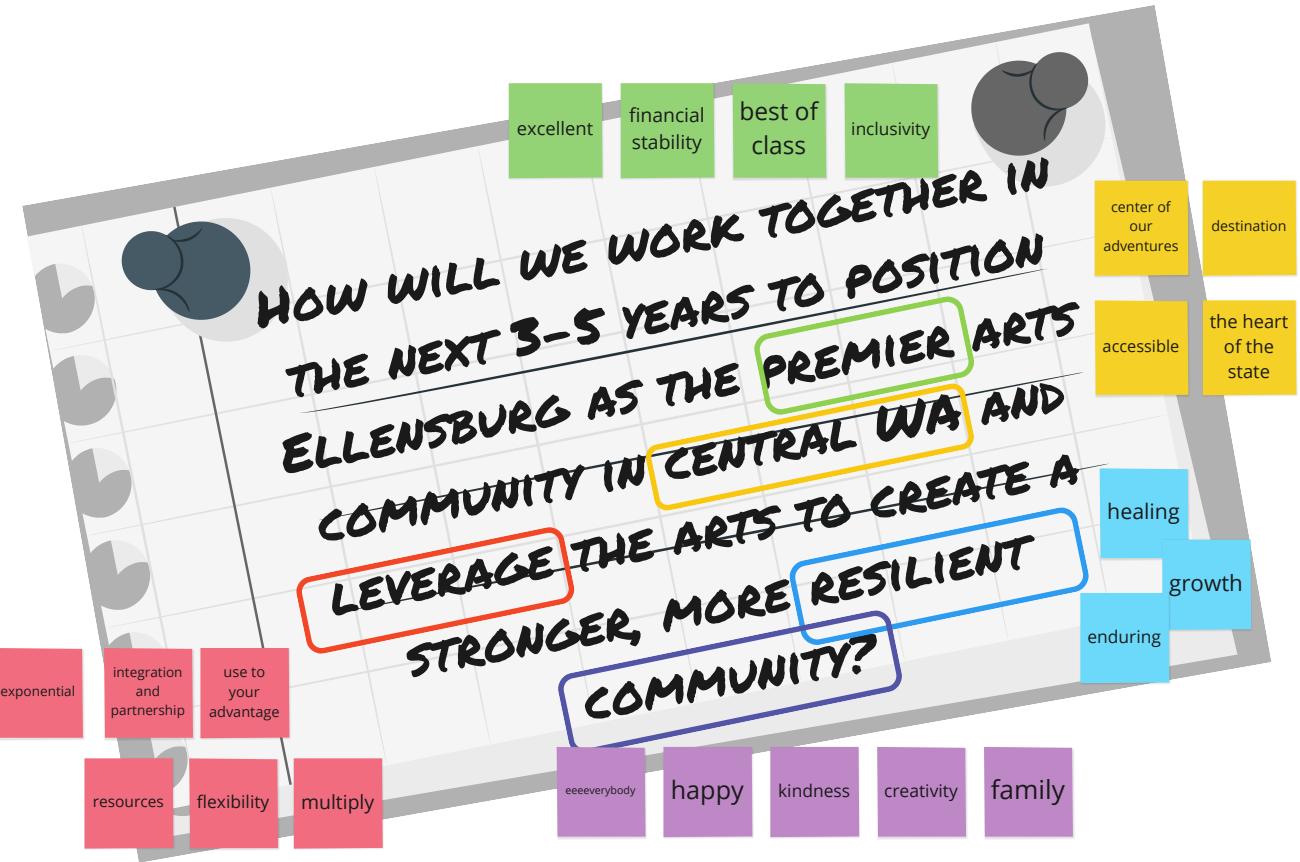


Our Community Vision	Our Practical Framework	Our Obstacles	Our Strategic Directions
<p>By 2032, as a result of arts and culture:</p> <p>Ellensburg is a place where artists can live, work, and thrive.</p> <p>Ellensburg is an art-forward community bringing in new tourism and economic development.</p> <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>Three years from now, as a result of our efforts, we will see in place:</p>	<p>We recognize that we are blocked from our vision by:</p>	<p>We will address our contradictions and advance our vision by:</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>

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



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



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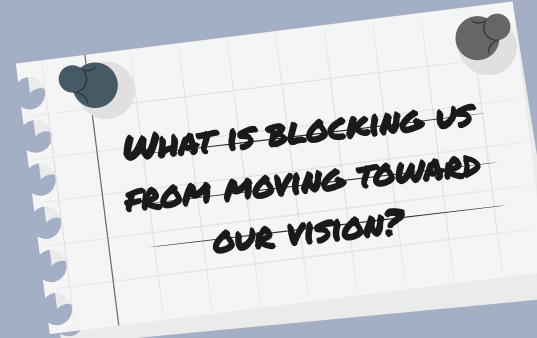


In 3-5 years, as a result of our work, we want to see in place...

state-certified creative district designation & a recognized artistic brand	Diverse cultural representation in leadership	Feasibility study for a PAC and Cultural Center is complete & approved.	Affordable artist housing zone	Focused commitment to youth arts education through partnerships	Resources to support professional artists and art businesses	Dedicated funded position supporting arts	Regional destination event	Unity Park is an established asset for the arts
creative district certification	Creative people infiltrated into variety of decision-making platforms	Feasibility study for a PAC and Cultural Center is complete & approved.	Dedicated Artist Housing	Arts education is required and well-funded at ESD	arts business support staff	Successful City/EAC/coalition arts grant writing/application. Dedicated grant writer/business development personnel in place.	National promotional campaign to raise the profile of Ellensburg is in its second year	Unity Park is well-designed, supporting performing arts.
made in ellensburg store and maker space	See minorities & women in visible leadership positions	We have a Cultural Arts Ctr that meets the needs of all artistic needs of community	Creation of artist housing zone	Partnerships w/ESD =Sequential K-12 arts edu	We have free entrepreneurship courses specifically tailored for artist.	Dedicated funded position supporting arts	5-6 nationally recognizable events/Yr in Eburg	Live music in Unity Park & Downtown Pavilion
	Empowered diverse voices providing expressive arts activities and leadership based on culture	well managed event hub (all ages acces)	Artist community housing with large studio space	Regular meetings between organizations regarding arts education	It is easy for local artists/groups to promote events regionally with county/city support	full and well coordinated calendar of events	2 Art Fairs / Events	
demographics match diversity goals	multicultural center	Artist Residencies & affordable studio spaces	Broad arts afterschool offerings	Incentives given to artistic businesses	affordable studio spaces	expanded government funding		
		We have affordable artist spaces for rent.	Provide affordable ways for youth to engage with art	including Funding/adm in support for after school art programs for youth	Community Spaces for Arts Planning			

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 & silos	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 Ebburg, 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.				
Affordable art opportunities for youth- no central location to hold event		Unclear vision/mission					
		Having a clear definition of creative district so it is not devalued.					



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

Create and market a local artists community

Establish a Know-our-artists community program

Website with community calendar and links of 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.

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)

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.

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

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

Create clear messaging

Streamline and focus the messaging and build a community PR campaign

foster more promotion with social media

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

Create a "Made in Ellensburg" Logo

Create media packet based on the completed strategic plan

Expanding Partnerships & Meaningful Connections

Positioning Artists to Thrive

Determining & Developing Resources for the Arts

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	Obvious 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
Collaboration 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 & rehearsals	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.