



ARTS CHEYENNE

Visioning Framework

FY2020--FY2025

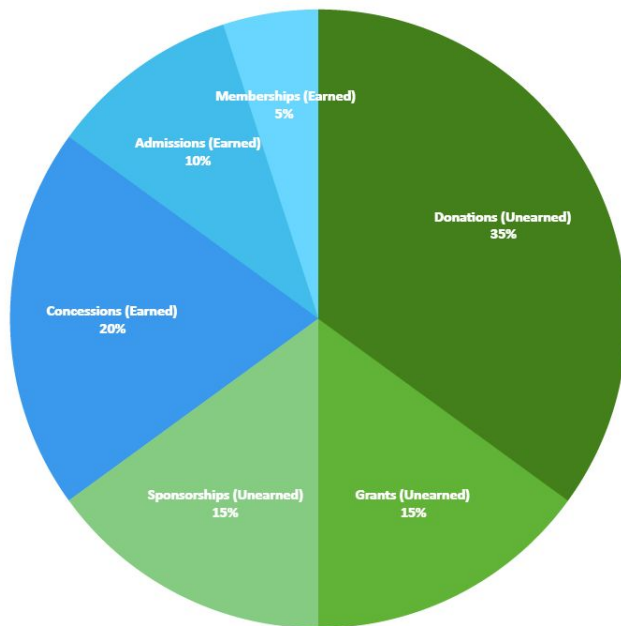
far. There will be a need within a year to hire a part-time staff person to perform administrative and organizational duties. Within the next five to seven years, Bill will be retiring, and Arts Cheyenne will need to be prepared with succession planning to effectively bring on another Executive Director. Ideally at that time, the Executive Director position would be at full time capacity and there would be an administrative staff person as well as a third person fulfilling any combination of events management, programming, and special projects for the organization.

Currently, Arts Cheyenne operates from a P.O. Box and Bill uses his home office. It is apparent that within the next year, the Arts Cheyenne board desires a physical office presence in order to continue to mature and provide the level of professional services that will be required. There are opportunities for partnership with other local arts and cultural organizations that indicate a shared office space and potential staff. This will be explored as a viable option to move forward in hosting a physical Arts Cheyenne presence in the community.

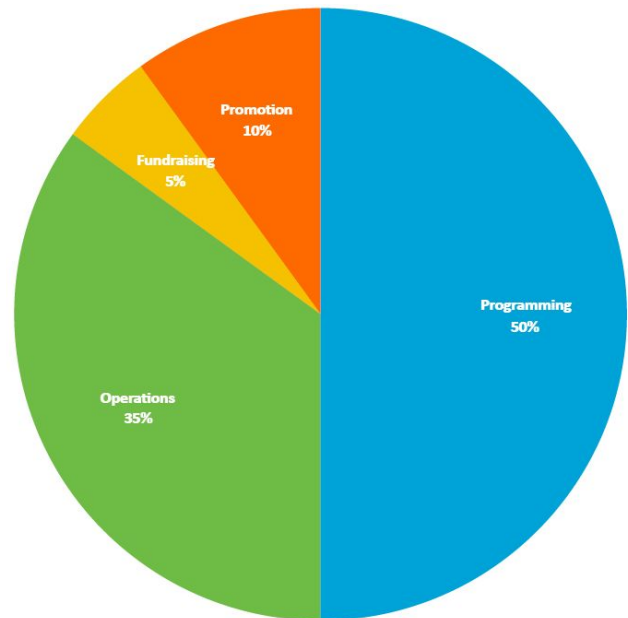
BUDGET

Arts Cheyenne has an annual operating budget of roughly \$77,000.00. These funds are used to provide all programming, advocacy, education, and operational services currently underway by the organization.

2018/2019 Expenses



2018/2019 Revenue



Current and past fund development tactics include:

- An annual appeal
- General event revenue
- Individual donors (including the generous continued support of a local individual on a large scale)
- Grant sources (including the Wyoming Arts Council; the Cultural Trust Fund; Our Town Grants; Charter/Ovation; and the Wyoming Community Foundation)
- Sponsorships through targeted events and programs

Arts Cheyenne is in a state of transition as a new partnership with the City of Cheyenne takes form, including the potential for annual municipal monetary support. For FY2020, it is anticipated that Arts Cheyenne will receive \$40,000.00 towards public art operations and implementation.

Looking to the future in consideration of staffing, office space, and continued advocacy and programming, Arts Cheyenne will need to diversify and stabilize continued funding sources. A variety of opportunities were discussed to begin this process:

- Membership/Sponsorship program
- Endowments to enhance reserves
- Arts as local economic development drivers:
 - Amenities and tourism
 - Assistance with local sales tax revenue increase
 - Forward Greater Cheyenne partnership
 - Education and conversation with local leaders to enhance arts knowledge base
 - Endow report focus on recreation, with arts added
 - 7th penny economic development funds
- Laramie County Economic Development Joint Powers Board fund requests towards specific projects
- County monetary support
- Reserve a percent of programmatic and sponsorship funds to go towards operations

It is recommended that the board form a specific team to launch a deliberate fund development campaign through the next three to five years.

MESSAGE AND BRAND

Traditionally Arts Cheyenne has toggled between acting as an advocate for the arts and arts organizations, as well as a producer of arts related activities. This creates an identity split between advocacy for and production of arts experiences. Discussion from the board indicated continuing to act in both roles for the time being, but to ensure that sight is not lost as to why advocacy and programming are performed together. In this manner, the organization acts as a facilitator, interlinking the programs and resources available to those who are in need or who can utilize them.

Moving forward, there will be a gradual shift towards furthering arts advocacy in the community. The board also looked at what the 'product' and audience are for the organization as they move forward. It is understood that within the partnership with the City, Arts Cheyenne becomes the City's public arts entity, providing a vast number of resources to

fulfill that duty. Additionally, a partnership with the city and oversight of public arts will carry the board further into economic and community development through both product and thought process.

Storytelling for the organization becomes incredibly important at this juncture to better ensure the public's education and knowledge of Arts Cheyenne's existence. Capturing both board member and community member stories about their involvement with the arts will help to strengthen messaging, funding, and advocacy campaigns. It is recommended that the board create a Messaging/Storytelling Team to increase public knowledge of the organization and the services it generates.

Finally, one of the most substantial statements to come from the messaging discussion becomes almost a new mission statement for the organization: *"Investing in the Community Through the Arts."* This statement provides a framework for all programming, advocacy, fund development and community development that the organization takes on.

PROGRAMMING

Arts Cheyenne offers diverse programming to bring low cost arts activities and events to the community. Many of these programs have been in effect for several years and a few have been revamped already in that time.

Public Art Oversight

This is the newest program in partnership with the City of Cheyenne. In late 2018, Arts Cheyenne and Cheyenne City government created a formal partnership for the development and management of community public art. This is formalized through a Memorandum of Understanding and is defined by Municipal Code Title 12, Chapter 12.24. A comprehensive Public Art Plan has been created by Arts Cheyenne to oversee public art in the community. That document will act as a sister document to this strategic plan for guidance and direction over the next five years.

The board identified the need for team-oversight as Arts Cheyenne begins to work on the tactics laid out in the Public Art Plan, which is an effort to alleviate stress placed on Bill. This team would be comprised of board and community members, with as-needed assistance from Laramie County Community College (LCCC), the Boys and Girls Club of Cheyenne, Array Design School, and other appropriate student associated resources. There will also be a community educational arts component to administering public art, and this will be a part of the long-term strategic plan goals.

Fridays in the Asher

Fridays in the Asher (FITA) began eight years ago in the Hynds building through the non-profit "LightsOn!" At that time the event's purpose was to bring new music to Cheyenne while providing funding for arts activities and lighting in the Hynds building. After three years of operation, Mike Morris took over event programming, management, and operations, creating a successful music series during the inactive late winter months.

Four years ago, the event transitioned to the Asher building as the Hynds was set for redevelopment. Mike continued to grow and operate the event through volunteers, sponsorships, donations, and ticket sales. In 2016, Mike joined the Arts Cheyenne board and FITA was brought into the organization's fold to better oversee event finances. Since the event became a part of Arts Cheyenne it has easily become the most successful program that Arts Cheyenne offers. It has a

positive reputation that brings a multi-generational crowd who come for unique local, regional, and national music acts, and has maintained a grassroots feeling. The event is low cost and completely volunteer run.

Currently, FITA will need adjustments in order to ensure a positive future. Attendance numbers remain good, but demographics are beginning to age out. This is due to many of the original supporters starting families and undergoing career changes, and FITA has yet to attract a younger audience base. Sound and location logistics are the constant challenges and weakest links to the event. There are opportunities to move the event to a potential new venue, but this is not finalized as an option yet.

The event runs for eight weeks during the March, April and May months, but Mike has noticed event-goer fatigue in this duration of time. There is a need to consider the length of time and number of shows in the future. Finally, volunteer support has begun to wane, and Mike and Bill act as the main drivers of all event operations. This is not sustainable, and compensation, clean-up help, and succession planning will need to take place.

Cheyenne Artwalk

Cheyenne Artwalk is an eight-year running event, featuring monthly visual and performing artists in a variety of public and private locations. This event is supported by Arts Cheyenne through marketing, communications, and meeting facilitation. It is the responsibility of each participating location to offer effective programming. However, the event has peaked in the past few years, and all involved have been looking for a way to revamp the event as it has become quite static.

For 2019, board member Steve Knox has introduced pop-up venues to the monthly routine, showcasing a variety of new and different artists as well as a music or art-making interaction. He is also working with the other venues to provide more exciting content. There is an opportunity to change the length of time that the event runs for, focusing on six months during the summer, and one month around Christmas time.

'Celebration of the Arts' (formerly, Cheyenne Arts Festival)

In the spring of 2018, Arts Cheyenne decided to place a hold on hosting the fall 2018 Cheyenne Arts Festival. The event would have been in its sixth year but was beginning to become stale and was financially unsuccessful. The organization called for a one-year hiatus in order to revamp the event.

The 2019 newly termed "Celebration of the Arts" will feature three days of multi-disciplined art programming in mid-September. This will remain a low-cost event, with fewer logistical challenges and an emphasis on community-wide arts activities. There is also potential to make this event an annual gala or fundraiser in the future.

As the event moves forward, it will build from momentum through Public Arts programming, and will work to promote arts activities that will happen year-round. Many of the tested pop-up concepts from Cheyenne Artwalk will act as suitable programming for the 2019 Celebration of the Arts.

Arts Education

Traditionally Arts Cheyenne has offered one to two annual education-oriented programs. The Emerging Artist's Gallery, in partnership with Laramie County School District, features young up-and-coming artists in a variety of mediums. In 2018, the Gallery took place in conjunction with a Residency program through the University of Wyoming. Arts Cheyenne has also offered in-kind, logistical, and financial support to a variety of educational initiatives and groups in the community (Where the Wind Blows 150th Cheyenne Anniversary CD; Mariachi 307 instrument support, etc.)

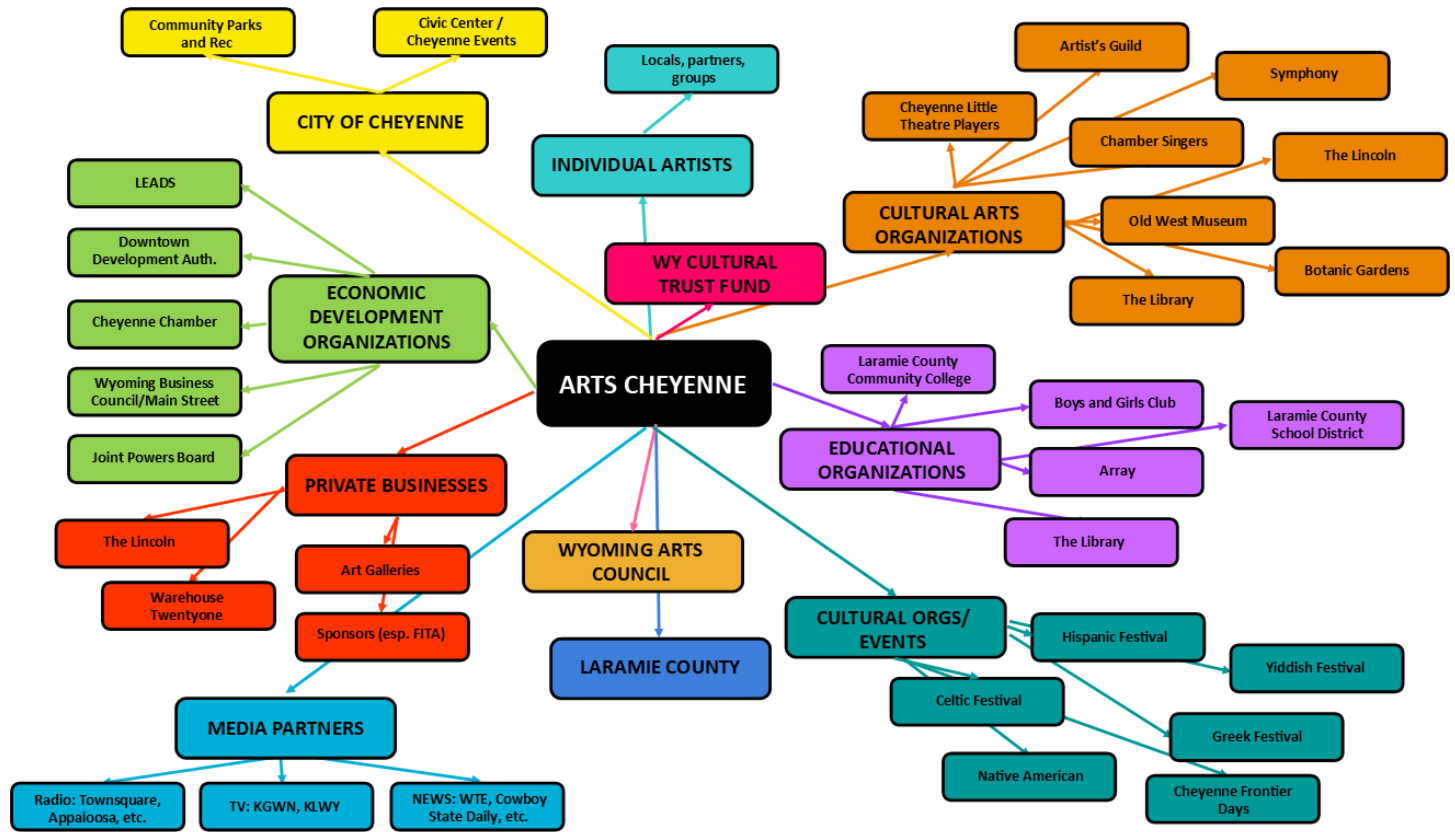
Moving forward, Arts Cheyenne would like to continue these activities in addition to supporting new ones, and offering broader community education as it relates to enhancing public art. Arts Cheyenne's role in shaping the breadth and understanding of arts and culture in the community will continue to grow and change over the next few years.

ARTS AND ECONOMIC DEVELOPMENT

One common theme that surfaced as the board examined their role was the potential to be a stronger participant in the Cheyenne community and economic development conversation. The recent Forward Greater Cheyenne (FGC) initiative by multiple community leaders and entities put amenities and downtown revitalization at the forefront to better attract and retain a solid workforce and employment opportunities. Arts Cheyenne can leverage the organization alongside these efforts, helping to move amenities-based projects forward and shift the Cheyenne culture to become more arts-oriented. Additionally, the Cheyenne entities involved in the FGC initiative remain siloed and have struggled to get the initiative off the ground. Arts Cheyenne can help create synergy from this fractured environment.

PARTNERSHIPS

Arts Cheyenne has always been excellent at creating strong, vibrant partnerships that generate resources and support. As the organization moves forward, partnerships and the variety of assets available become even more crucial to solidify a cohesive arts and culture environment. Below are some of the many tapped and untapped resources available to Arts Cheyenne. The board intends to explore how to continue the relationships built with many of these entities, as well as to forge new ones with those Arts Cheyenne is not currently working with.



CONCLUSION AND WORK PLANS

The following one-year work plan and five-year strategic plan are a compilation of elements set out in the narrative section of this document. The one-year work plan is intended to provide strategies, activities, and tactics to meet the short-term transitional goals of Arts Cheyenne. This work plan is meant to provide direction during this period, in order to prepare the organization for the next five years of transition, growth, and development. Likewise, the five-year strategic plan offers a big-picture overview of the trajectory of the organization during that time.

It is anticipated that the Arts Cheyenne board will need to revisit the work plan and strategic plan annually in order to evaluate accomplishments and to know how to move forward. It is recommended that each year the organization create a new yearly work plan to continue forward momentum.