

New Hampshire
State Council on the

Arts



*Carol Aronson-Shore
"Marshland Grasses & Tress" (Triptych)
pastel on paper, 34" x 130"*

Strategic Plan 2005-2010

*Updated as of
2007*

New Hampshire State Council on the Arts Strategic Plan, 2005-2010

**Adopted on December 13, 2004
Updated annually through September 20, 2007**

Vision

The State Arts Council envisions a time when New Hampshire citizens, knowing that the arts are vital to the human spirit, celebrate, participate in, and support the arts in their everyday lives. The arts, in turn, will grow New Hampshire's capacity for creativity; build more vibrant communities; and bridge differences among people to secure an open, civil society.

Mission

The State Arts Council promotes the arts to protect and enrich New Hampshire's unique quality of life.

Goals

To fulfill this mission, the State Arts Council will:

- 1) Expand opportunities to learn in and through the arts;
- 2) Strengthen New Hampshire's artists and arts organizations;
- 3) Engage the arts to benefit people and communities throughout New Hampshire.

Values

The State Arts Council develops policies, programs, and procedures around the following beliefs:

- Public support for New Hampshire arts is an essential investment in the state's future.
- Everyone in New Hampshire should have access to the arts regardless of age, income, ethnicity, disability, geographic isolation or other potential barrier to arts participation.
- The arts are basic to a complete education.
- The arts can help build vital communities.
- Creative enterprises are integral to the cultural community and New Hampshire's economy.
- Excellence in the arts should be recognized and rewarded through competitive review.
- Public funding leverages private support to sustain the arts in New Hampshire.
- Government must protect artistic freedom of expression.
- Individual practicing artists are the foundation of the arts community and the creative economy.
- New Hampshire arts organizations are partners in bringing the benefits of the arts to people in the state.
- New Hampshire must treasure the keepers of its artistic traditions to ensure that the state's cultural heritage will be available to future generations.
- Cultural diversity enriches the arts.
- Student, amateur, and professional artists all contribute to the state's artistic vitality.
- Funding incentives can help contemporary artists build audiences for challenging or unfamiliar art forms.

Guiding Principles

The State Arts Council seeks to build the agency's capacity to fulfill its mission through an operations plan that will:

- Exercise due diligence in awarding public funds and recognition to individuals and organizations
- Make every effort to avoid conflicts of interest in the decision making process to award funding and recognition
- Review requests equitably and consistently
- Assure that public funds are well spent to obtain public benefits and leverage private investment
- Cultivate partnerships that advance its goals and encourage constituents to ally with local partners
- Serve New Hampshire citizens and communities in all regions of the state
- Employ qualified staff and invest in their continuing professional development
- Operate with good professional practice
- Respond to constituents' needs
- Practice continuous improvement with assessment, planning, and evaluation

Goals, Objectives & Strategies

Goal 1: Expand opportunities to learn in and through the arts

- 1) **Influence state education policies and practices:** Take steps to make the arts basic to education, pre K-12, as a sequential, measurable discipline based curriculum in every NH school by strengthening in-state partnerships built around the value of arts education:
 - a. Build upon well established partnership with **NH Dept. of Education (NHDOE)** to ensure that the arts will be valued as basic to student learning.
 - i) Partner with NHDOE to conduct an arts “census” using the New Jersey survey as a model to assess school and community resources currently available to design an integrated, sequential arts curriculum to ensure that every student will have access to quality arts education opportunities.
 - ii) Respond to NHDOE policy changes that recognize “real world”, extended learning and competency based assessment with partnership projects that include nonprofit arts organizations, arts education specialists, teaching artists, artists in local communities, and for-profit arts enterprises.
 - iii) Publicize successful arts integration models to community and state educational policy makers to demonstrate how the arts, in addition to developing essential learning capacities in their own right, advance learning in other areas of the curricula.
 - iv) Build support for learning in all arts disciplines by focusing attention on the under-represented disciplines of dance and theatre education.
 - b. Pursue partnership opportunities with other **statewide education associations** to increase support for arts education.
 - i) Build awareness of arts education at professional association meetings through presentations by teaching artists and other arts advocates.
 - ii) Include professional teaching artists and arts educators in education forums and conferences, and submit articles to their newsletters (especially those with experience in arts integration across curricula, assessment of student learning in the arts, and aligning arts curricula with curriculum frameworks and standards).
 - iii) Provide technical assistance to the NH Alliance for Arts Education (NHAAE) to strengthen its capacity to advocate for arts education for every NH student.

- c. Work with **NH's higher education institutions** to educate classroom teachers to value arts education and prepare arts specialists.
 - i) Advocate for dance education certification.
 - ii) Continue to provide teaching resources to Plymouth State University's Integrated Arts Program.
- 2) **Grants:** Provide funding incentives to encourage more meaningful arts education opportunities in a variety of educational settings.
 - a. Provide a portfolio of grant types to meet different needs: artists in residence (in school programs for schools, school districts, or alternative educational sites), arts in education leadership (to bring locally successful programs to scale for others to emulate), Art Links (targets teens in under-served areas, requires a community partner), and mini grants (introductory artist residencies).
 - b. Require that school applicants demonstrate the relationship between their projects and the state's curriculum frameworks.
 - c. Track portion of grant funds in all NHSCA programs that supports arts education and develop funding incentives to reward arts organizations that excel in meeting the goals of the state's curriculum frameworks.
 - d. Target under-served schools in geographically remote or low income areas and encourage collaborative solutions to increase arts education opportunities.
 - e. Support arts education opportunities in alternative educational settings, after school programs serving youth from low income families, and rehabilitative programs for youth.
 - f. Encourage and strengthen partnerships between community and arts organizations to develop after-school programs that feature the arts (ArtLinks).
 - g. Include teen students and home scholars in the traditional arts apprentice program.
 - h. Pilot a new grant program, Arts2Go, to better utilize traditional arts resources in short-term, "curated" or themed, arts units which feature one or more traditional artists and require community participation.
- 3) **Professional Development for Arts Educators:** Provide professional development training for arts educators.
 - a. Continue to provide an annual statewide arts education convening for networking, continuing professional education, and sharing research on the value of arts education.

- b. Convene roundtables for teaching artists and arts educators in the schools and in arts organizations to reinforce peer learning.
 - c. Provide quality professional development for educators and teaching artists through partnerships with statewide agencies and professional associations to develop and deliver training for teaching artists to build their capacity for working in partnership with classroom teachers and arts specialists.
 - d. Continue to develop curriculum-based Teacher Workshops that integrate the arts.
 - e. Provide professional development for teachers and other education leaders (integrated arts institute, communicate integrated models).
- 4) **Teaching Artists, Recruitment & Training:** Sustain and improve the quality of NHSCA's roster of artists who work in schools to match teaching artists with schools.
- a. Evaluate the arts education roster policies to provide schools with the best selection of qualified and motivated teaching artists.
 - b. Continue to support new teaching artists with a daylong orientation and support of two "apprenticeship and observation days" with experienced teaching artists.
 - c. Continue to recruit traditional artists to achieve geographic, cultural, and related diversity.
 - d. Continue to recruit and train North Country teaching artists to serve underserved North Country schools in partnership with the Arts Alliance of Northern NH.
 - e. Offer specialized training: 1) a workshop on teaching preK-Gr.2 and 2) an "Accessibility" workshop in partnership with VSA of NH.
- 5) **Extend NHSCA's Capacity:** Improve the quality of arts education offerings in state, pre-K-12, through **regional and national partnerships.**
- a. **Professional Development for Educators and Teaching Artists:**
 - i) Partner with other New England states to extend reach of limited dollars to provide professional development and assessment tools for strengthening arts education in schools. (VT, RI, NH joint assessment project, NECAP institutes for arts professionals)
 - ii) Continue to supplement the New England Consortium of Arts Professionals (NECAP) Widening the Circle conference with smaller, more local workshops offered in each state (on the borders) that are open to all teaching artists throughout the region.

- b. **Assessment:** Develop capacity to assess student learning in the arts.
 - i) Continue networking with regional and national arts education coordinators to share assessment models. NH is one of three states working on assessment of math; reading and language arts with two other New England states, VT and RI, the NHSCA and NHDOE are taking the lead in hosting a series of dialogues to discuss strategies for developing a parallel common assessment for the arts for NH, RI and VT.
 - ii) Link educators to national sources of arts assessment information.
- c. **Share Best Practices for Improving Arts Education:** Share information among arts educators.
 - i) Disseminate and evaluate two model arts integration programs funded through the Dept. of Education's National Arts Education Model Dissemination Program.
 - ii) Connect educators with research and promising practices, curricula, and assessment, in NH and nationally (e-News, web site, training, links to national resources e.g. AEP).
 - iii) Share good practices through e News, web site, and newsletter within NH cultural institutions to integrate into school curricula.
 - iv) Share information on model projects developed by teachers that focus on traditional arts and heritage
- 6) **Expand NH Arts Educational Resources:** Provide curriculum resource materials for promoting and facilitating learning about New Hampshire's arts and artists.
 - a. Maintain and further develop the content of the NH Folklife website as a resource on traditional arts & cultural heritage with specific activities for teachers and students. Share information on the NH Folklife Website and its applicability to NH Curriculum Frameworks.
 - b. Share information on NHSCA's heritage music recordings and their applicability to curriculum frameworks
 - c. Coordinate information on music recordings and other art products by roster artists that relate to curriculum frameworks.
 - d. In partnership with the NH Humanities Council, develop curriculum resource materials from the presentations made possible by American Masterpiece funding, which NHSCA has linked to NH's cultural heritage.

- e. Build on the networks established with Poetry Out Loud with English teachers to increase awareness about NH's living poets (who number among them, three US Poets Laureate)
- 7) **Lifelong Arts Education:** Develop programs to encourage arts learning for people of any age or ability to take place in a variety of community settings.
- a. Identify and track arts education opportunities outside of school settings.
 - b. Support community arts education through grants to community music and art schools and public education programs sponsored by not-for-profit arts organizations and schools.
 - c. Support arts projects that provide opportunities for adult learning through interpretive exhibit labeling and pre/post-performance talks, artist lecture/demos, community artist residencies.
 - d. Make a comprehensive effort to reduce barriers to arts learning for people with disabilities and the elderly.
- 8) **Public Art:** Integrate the arts in public places where NH citizens come to expect it as part of their everyday lives.
- a. Continue to facilitate integration of art in state buildings through the percent for art program.
 - b. Upgrade labeling of artworks to provide more interpretive information.
 - c. Create an online interactive map to highlight percent for art installations.
 - d. Continue to conserve NH's unique artistic heritage through the NH Artist Archive project and "moose plate" funded grants to conserve historic murals, sculptures, and other works of art and art documents that preserve each NH community's unique cultural heritage.
 - e. Develop workshops for public employees who are responsible for the art placed in their buildings to increase their appreciation for the artwork and establish maintenance procedures for conserving the artwork.
 - f. Replenish Arts Bank to allow agencies that do not generate percent for art funds to have art in their buildings.
 - g. Practice good stewardship of collection that over past 30 years has expanded to include over 500 artworks that are in public buildings all over the state.
 - h. Support community arts projects led by professional artists that engage community members in the design and/or creation of public art that reflects the community's landscape, cultural heritage or history.

Goal 2: Strengthen New Hampshire's artists and arts organizations

- 1) **Excellence:** Celebrate excellence among New Hampshire artists, arts programs, and arts patrons to increase public awareness of the state's arts resources and create promotional and advocacy opportunities.
 - a. Continue to present and promote Governors Arts Awards every other year.
 - b. Build visibility of the NHSCA's work around its 40th anniversary.
 - c. Promote up to six annual fellowship winners by featuring them in statewide NHSCA publications and events.
 - d. Develop a New Hampshire Arts Stars award to recognize sustained excellence. Designate three-time fellowship winners as Lifetime Fellows and provide them with special opportunities.
 - e. Coordinate activities with the New Hampshire Poet and Artist Laureates to promote the arts at official state events.
 - f. Encourage nominations of NH traditional artists for National Heritage Fellowships
 - g. Continue to build and exhibit NH's Living Treasure Collection with new acquisitions from master artists who receive Governors Arts Awards.

- 2) **Access:** Increase access to the arts by reducing or eliminating barriers to participation imposed by rural isolation, physical ability, or other limiting factors.
 - a. Partner with the Arts Alliance of Northern New Hampshire (AANNH) to offer touring artist-in-residence programs in North Country schools, communities, head start programs, social service agencies and senior centers.
 - b. Involve people with disabilities in advisory committees and panels to ensure that the goal of universal access to the arts informs program and funding decisions.
 - c. Work to broaden and increase awareness of existing professional opportunities for artists with disabilities.
 - d. Continue to give priority to accessibility projects in Cultural Facilities grant review.
 - e. Help constituents comply with ADA requirements with information, training at conferences, and links to resources.
 - f. Assure that all NHSCA services are accessible.

- 3) **Core Funding:** Pursue federal and state funding to benefit NH arts organizations and artists.
 - a. Continue to compete for increased state appropriations and National Endowment for the Arts grants to sustain existing NHSCA grant programs that keep pace with inflation and population increases.
 - b. Help make the case for public funding to elected officials and to the citizens groups that advocate for the arts with well researched data.

- 4) **Cultivation of Funding Partners:** Communicate and coordinate with other public and private agencies to invest in arts development.
 - a. Seek partnership opportunities with other state arts agencies to attract funding.
 - b. Continue to seek partnership funding from other state agencies, such as the NH Lottery and NH Dept. of Transportation, for special projects.
 - c. Maintain and promote NH artist and presenter access to NEFA grants.
 - d. Guide NH artists and arts organizations to additional grant opportunities (NEFA, NEA, foundations) through online news blasts, web links, grants workshops, and referrals.
 - e. Work with NH Division of Travel and Tourism Development (DTTD) to leverage investments that would make NH cultural attractions more visitor ready, visible, and accessible.
 - f. Work with the NH Department of Resources & Economic Development (DRED) to integrate the arts as a quality of life attraction for businesses considering relocation.
 - g. Coordinate with NH Charitable Foundation and local foundations to encourage funding of NH artists and arts organizations.
 - h. Create a funding strategy group to seek private sector contributions, especially for short-term contributions to build the council's capacity to serve its constituency – database, website, roster upgrades, etc. capacity building for emerging artists or for midsize nonprofit arts organizations.
 - i. Explore earned income opportunities such as the production and distribution of traditional music recordings, arts calendars, and other unique NH products.

- 5) **Promotion of New Hampshire Artists & Arts Organizations:** Promote the work of New Hampshire artists and arts organizations within the state, the region, and on the World Wide Web.

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- a. Upgrade and maintain searchable databases of NH cultural organizations and juried artists on NHSCA web site.
 - b. Work with the DTTD to feature more New Hampshire artists and arts organizations in tourism promotions, advertising, and electronic media.
 - c. Continue to collaborate with the New England Foundation for the Arts (NEFA) to populate its online artist directory, matchbook.org, with all eligible NH performing artists and encourage NEFA to expand the service to artists in other arts disciplines.
 - d. Continue collaborative project with NH Preservation Alliance to demonstrate traditional skills to restore historic buildings.
 - e. Continue collaborative project with the League of NH Craftsmen to have traditional craft artists demonstrate their skills at the annual League Fair.
 - f. Publish an online, downloadable brochure on a self-guided tour of percent for art projects in fall 2008.
- 6) **New Hampshire Arts Marketing:** Develop global markets for New Hampshire arts products and services.
- a. Open new markets for New Hampshire arts through international exchanges and participation in trade missions.
 - b. Cooperate with the Department of Cultural Resources (DCR) and NEFA in developing relationships between artists and arts organizations from different countries.
 - c. Continue to develop new arts exchanges with Quebec as part of the NH/Quebec Cooperative Cultural Agreement and with Ireland as part of an established cultural exchange understanding.
 - d. Explore arts exchanges with Latin America with NH's International Trade Office and NEFA.
- 7) **Public Awareness & Advocacy:** Increase public awareness of the value of the arts to New Hampshire.
- a. Make the arts more visible at the State House and nearby State Library to exemplify the public value of arts investments.
 - b. Continue to invite elected officials to participate in NHSCA events.
 - c. Ensure that all grant recipients properly credit the NHSCA.

- d. Encourage arts organizations to invite elected officials to participate in special events.
 - e. Continue to issue news releases that increase visibility and awareness about NH artists and cultural programs that are supported by NHSCA.
 - f. Continue to issue a biennial report on the state of the arts in New Hampshire, but increase its distribution and promote its release to elected officials.
 - g. Continue to identify an Arts Councilor liaison to NH Citizens for the Arts to assist them in their advocacy efforts to sustain and increase public arts support at both the state and federal levels.
- 8) **Technological Innovation:** Continually expand capacity to review and encourage an ever changing offering of contemporary art forms and media.
- a. Partner with statewide arts service organizations to develop programs that help arts professionals keep pace with changing trends in the arts. (Example: Craft for the Digital Age symposium)
 - b. Invest in the hardware and software necessary to properly evaluate contemporary artwork in digital media.
 - c. Experiment with “virtual” panels to bring down the cost of including panelists from regions of the country beyond New England.
 - d. Follow the lead of other SAAs and offer online grant applications for FY10.

Strategies specific to arts organizations:

- 1) **Grant Programs:** Provide a portfolio of competitive matching grants to not-for-profit organizations that produce, present, or serve the arts.
 - a. Maintain existing organizational support grant programs pending additional review.
 - b. Evaluate general operating and project grants and plan changes by 9/08 for FY10 as NHSCA operating grants have major impact on small organizations and minimal impact on larger ones. Involve constituents in planning.
 - c. Review grants policies to determine weighting of criteria so that grants further the public's interest as defined by NHSCA goals.
 - d. Advocate for continued and increased state funding for cultural facilities and operating grants.
 - e. Support changes in legislation to open Cultural Conservation grants to nonprofit organizations that are stewards of art works that have significant cultural significance to New Hampshire.

- 2) **Local and Regional Arts Agencies:** Help local and regional organizations that serve limited geographical areas build capacity to serve local arts needs.
 - a. Encourage regional and community arts councils with information and support for cultural assessment and planning.
 - b. Feature exemplary programs, best practices, success stories and tools in E News and Newsletter and at conferences and regional gatherings.

- 3) **Consulting Services:** Provide low cost ways for small and medium sized arts organizations to receive advice from others on arts administration survival skills.
 - a. Cooperate with NH Charitable Foundation to identify consultants to help emerging arts organizations re board development, developing marketing or fundraising plans, and program development.
 - b. Provide funding to emerging organizations to help with capacity building consultations. (mini grants)
 - c. Provide scholarships for staff or board members of local arts councils to attend regional and national conference for professional development and networking.

- d. Provide information, referrals, and advice from staff both at the NHSCA office and on-site assistance.
- 4) **Training & Networking:** Cooperate with other service organizations to offer training, peer learning and networking to arts staff and volunteers, especially boards of directors.
- a. Develop capacity to help arts organizations assess their training and assistance needs.
 - b. In partnership with the Center for NH Nonprofits and others, offer workshops in funds development, marketing and audience development, and board development.
 - c. Offer at least 4 meetings a year outside of the Merrimack Valley Region.
 - d. Explore feasibility of a statewide arts conference for 2010 to assess the first decade of the 21st century and plan for the next decade.
- 5) **Research:** Collect data and report on the economic and social benefits of arts organizations to assist them in increasing their public and private support.
- a. Support NEFA's New England Cultural Database by promoting participation in their annual surveys of arts organizations and artists.
 - b. Integrate economic data collection into grant application process.
 - c. Support NASAA's reports on arts policy with information on NH examples.
 - d. Provide grant support for community cultural assessments and economic impact studies through the Creative Communities Program.
 - e. Direct arts organizations to American for the Arts services for conducting a range of economic impact studies tailored to one or multiple communities or regions.

Strategies specific to individual artists:

- 1) **Funding Incentives:** Provide a variety of funding incentives to individual artists to help them advance in their work.
 - a. Award up to six fellowship grants each year.
 - b. Encourage the purchase or commission of work by NH artists for state buildings through the Percent for Art and Conservation License Plate programs.
 - c. Provide grants to artists for work related needs.
- 2) **Information:** Help artists access the information they need to succeed as small businesses.
 - a. Establish additional artist information links on the NHSCA web site to provide artists with information on health insurance, risk management, credit, and legal expertise (Craft Emergency Relief Fund, NYFA, LINC, and others).
 - b. Continue to distribute arts and business information through NHSCA communications to artists.
- 3) **Networking & Training:** Plan for artist marketing and business training.
 - a. Partner with NH's MicroCredit to jointly offer training in artist survival skills as a small business.
 - b. Continue workshop series for artists as entrepreneurs.
 - c. Provide targeted grants workshops for individual artists and include time for networking.
- 4) **Emerging Artists:** Encourage New Hampshire's emerging artists by providing information, publicity, and mentoring opportunities.
 - a. Continue grant opportunities for having experienced artists mentor emerging artists.
 - b. Invite fellowship artists to mentor emerging artists.
 - c. Recognize emerging artists with feature stories/press releases.
- 5) **Traditional Arts Apprenticeships:** Provide ways for Master Traditional Artists to work with Apprentices to pass on heritage arts to future generations.

- a. Increase state funding for traditional arts apprenticeship program for FY10-11.
 - b. Develop border apprenticeships into regional program with support from NEA
 - c. Showcase the work of Traditional Arts Apprenticeship grant recipients through showcases and exhibits.
 - d. Make apprenticeship documentation available to public by digitally archiving materials, using funds from department conservation "moose plate" fund.
- 6) **Promotion of Traditional Artists:** Conserve and build upon the state's living cultural heritage for future generations through the identification, documentation, and perpetuation of New Hampshire's traditional arts.
- a. Identify and document traditional arts and artists through photography and sound recordings in order to build a public archive of resource materials on living cultural heritage.
 - b. Identify master traditional artists through continuing and expanded fieldwork in communities defined by ethnicity, occupation, religious practice, and other shared identities that contribute to diverse cultural experiences in NH.
 - c. Help preserve living traditional arts skills and values through the funding of master artist and apprentice teams in one-to-one learning sessions.
 - d. Maintain and expand the Traditional Arts & Folklife Listing as a resource for community and school presenters.
 - e. Build public awareness of NH's diverse cultural heritage through showcases of traditional arts in a variety of settings and partnerships.
 - f. Develop workshops and other activities that enrich, strengthen and help tradition bearers to continue their efforts to preserve heritage based arts.
 - g. Partner with other state agencies, such as the Dept. of Agriculture and Dept of Fish & Game, and with non-profit organizations such as the Northern Forest Center that support an environment in which traditional arts flourish.

Goal 3: Engage the arts to benefit people and communities throughout New Hampshire.

- 1) **Quality of Life:** Encourage participation in the arts to enrich the quality of life in communities.
 - a. Advise community leaders on keynote speakers and workshop leaders who understand the role of the arts in building vital communities.
 - b. Maintain a juried roster of community and touring artists who are skilled at working with community leaders and members in a variety of venues.
 - c. Offer Community Arts Project Grants to support artist-in-residence projects that engage community members in public art projects that contribute to a sense of place and history.

- 2) **Rural Arts Development:** Support arts programs that reach New Hampshire citizens who often are less well served due to geographic distance from cultural centers.
 - a. Provide grants to make the arts more available in New Hampshire's 224 rural communities where such non-traditional venues as farmers' markets, heritage farms, libraries, historical societies, town halls, and senior centers become temporary arts presenting venues.
 - b. Partner with the NH State Library to offer thematic arts programs, which feature roster artists, in the 30 – 35 public libraries located in those under-served communities that participate in annual summer reading programs.
 - c. Continue partnership with Arts Alliance of Northern NH to support arts development in the North Country.

- 3) **Arts in Health Care:** Support participatory arts programs for people confined to institutional living: nursing homes, health care facilities, and rehabilitation centers.
 - a. Partner with the NH Business Committee for the Arts to organize a forum for health care administrators to learn about the role the arts can play in improving the delivery of health care and the role that participatory arts play in healing. (done in 2006)
 - b. Offer Arts in Health Care Project Grant that supports short and long-term artist in residence programs as well as staff and artist training in health care facilities, nursing homes, and agencies serving elderly people.
 - c. Provide examples of model arts in health care programs through the print media.

- d. Produce a documentary film on exemplary arts in health care programs in a NH acute care hospital and retirement community for presentation to other health care providers and at conferences.
 - e. Enter into a multi-year partnership with Vermont Arts Exchange and the Massachusetts Cultural Council to develop a NH hub site where in-depth artist residency programs, staff and artist training can be held.
 - f. Host a two-day regional arts and healing conference in NH's hub site to provide information about exemplary regional arts in health care programs to health care providers and artists; and provide multi-day training for artists in the hub site facility as an extension of the conference.
- 4) **Creative Economy:** Build on the research and networks provided by regional and state Creative Economy Initiatives to help communities improve their economies.
- a. Define and promote New Hampshire's unique creative economy that is based on a culture that values business and arts and culture.
 - b. Encourage municipalities to incorporate the creative sector in their economic and community development planning.
 - c. Partnering with the State Department of Resources and Economic Development, inform those involved in economic development about the impact the arts have on local economies.
 - d. Help New Hampshire communities that want economic impact studies to find models and researchers.
 - e. Fund creative economy initiatives with community arts development grants.
 - f. Cultivate relations with business and industry associations that represent creative workers in the profit sector to reinforce common interests of the sector that includes artists and the nonprofit creative sector.
 - g. Stress the need for a creative workforce as part of advocacy for arts and design education.
- 5) **Cultural Tourism:** Work closely with the Division of Travel and Tourism Development (DTTD) to promote New Hampshire's cultural resources to visitors and residents.
- a. Partner with the DTTD to educate community leaders about cultural tourism model projects and funding opportunities.
 - b. Link web sites and share contacts.

- c. Coordinate the recruitment of images from cultural attractions and artists to include in tourism promotions.
 - d. Expand and update Highway Welcome Center exhibits in partnership with DTTD.
 - e. Participate in and follow up on ideas generated by quarterly Commissioner Roundtables on Cultural Tourism.
- 6) **Community Development:** Involve the arts as an essential element in revitalizing downtown areas and building more vibrant New Hampshire communities.
- a. Continue to educate and work closely with the state and local Main Street and historic preservation programs to revitalize downtowns through local arts resources.
 - b. Partner with NH Main Street Center to educate local Main Street Program directors and other community leaders (chamber of commerce directors, economic development directors, etc.) to use the arts as a catalyst for their downtown revitalization projects.
 - c. Provide support for ethnic heritage festivals sponsored by social service agencies and community organizations.
 - d. Provide keynote speakers, panel discussions, and workshop sessions at their annual conference and training sessions for program directors.
 - e. Provide ongoing consultations and information resources.
 - f. Provide support for the development of local arts agencies or arts councils.
 - g. Work on an ongoing basis with arts and non-arts organizations, most of which rely on a large volunteer base, and municipal/civic leaders in communities around the state to improve the quality of life in communities through participation in the arts.
 - h. Work with communities in multiple levels so efforts can be sustained when leaders leave. Work to institutionalize community arts development in one or a few communities at time and have exit strategies.
 - i. Encourage local community development partners to share what they have learned in public forums.
- 7) **Cultural Planning:** Support cultural planning and projects that strengthen a community's infrastructure, creative and local economy.
- a. Connect arts and community leaders with others in the state/region who have undertaken similar community arts projects (i.e., cultural planning, public art,

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cultural tourism effort, studies re artist live-work spaces) to inform them of model projects.

- b. Make municipal planners aware of cultural facilities grants for feasibility studies and other planning efforts that build community vitality around the revitalization of cultural facilities.
- c. Provide grants to communities to improve facilities where cultural programs serve to bring members of the community together.
- d. Maintain cultural facilities grant program with its emphasis on making all NH facilities accessible to people with disabilities.
- e. Maintain cultural conservation grants for publicly owned cultural facilities and build on the unique characteristics of these historic facilities to enhance community identity.

