

| COA GOALS   | COA PRIORITY OUTCOMES   | <p style="text-align: center;"><b>SUGGESTED INDICATORS OF SUCCESS</b></p> <p style="text-align: center;">Short Term Indicators (shaded)<br/>Long Term Indicators (white)</p>   | <p style="text-align: center;"><b>SUGGESTED SOURCES OF EVIDENCE</b></p>  |
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| <p><b>1. COMMUNITY RELEVANCE &amp; CIVIC ENGAGEMENT</b><br/>The Arts are essential in the development of great places.</p> <p><i>The primary focus of this goal is on community-level or organizational-level outcomes.</i></p> <p>With arts at the core, projects, activities or programs in this goal area:</p> <ul style="list-style-type: none"> <li>• help members of the community connect to and feel a part of their community;</li> <li>• are strategic in engaging members of the community as active participants and contributors to the improved community environment.</li> </ul> | <p>a) Build or deepen collaborative, community partnerships (i.e., strengthened civic infrastructure); increase efficacy (i.e., capacity of a community to organize and respond to its own challenges)</p>          | <ul style="list-style-type: none"> <li>• Art organizations become more aware of, or engaged in, their community</li> <li>• New relationships forged (cross-sector, committees)</li> <li>• Evidence of sustained partnerships &amp; self-initiated problem-solving</li> <li>• Changed attitudes about sense of place and community identity</li> <li>• Greater levels of involvement by arts and cultural organizations in community</li> </ul> | <ul style="list-style-type: none"> <li>• Work has the potential of creating stronger partnerships</li> <li>• Willingness of artists &amp; arts groups to present programs in community spaces</li> <li>• Evidence of community input into programming decision(s)</li> </ul> |
|   | <p>b) Foster stewardship of shared public resources such as schools, parks, cultural resources, natural resources, etc.</p>   | <ul style="list-style-type: none"> <li>• Increased volunteerism, stewardship behaviors, financial contributions to local cause</li> <li>• Community committed to improving &amp; maintaining shared cultural, natural, educational, resources.</li> </ul>  | <ul style="list-style-type: none"> <li>• Opportunities for community members to improve and maintain shared resources</li> </ul>   |
|   | <p>c) Heighten civic dialogue and exchange of viewpoints; provide new ways to get involved in civic issues; engender a feeling amongst community members that they have a voice in matters of community concern</p> | <ul style="list-style-type: none"> <li>• Opportunities created for cross-sector, cross-disciplinary, cross values dialogue and exchange</li> <li>• Written expressions, voiced opinions, web views, blogs, etc.</li> <li>• Appreciate diversity of values as a community asset</li> </ul>  | <ul style="list-style-type: none"> <li>• Specific opportunities for dialogue and exchange of ideas</li> <li>• Evidence of community input on project design and implementation</li> </ul>  |
|   | <p>d) Improve the quality of the visual landscape; make signs of creativity visible in the community</p>  | <ul style="list-style-type: none"> <li>• New public art projects</li> <li>• Neighborhood clean-up projects</li> <li>• Youth mural projects</li> <li>• Animating vacant / dormant retail space</li> <li>• Increased public support for visual improvements (zoning, public art legislation)</li> <li>• Increased support for streetscape improvements</li> </ul>  | <ul style="list-style-type: none"> <li>• The visual landscape of your community is improved</li> </ul>   |
|   | <p>e) Increase social cohesion and social integration; foster a sense of belonging; help residents discover commonalities with others in their community</p>  | <ul style="list-style-type: none"> <li>• Raised consciousness about shared responsibilities</li> <li>• Improved attitudes about “fitting in”</li> <li>• Increased membership in community institutions</li> <li>• Higher levels of civic engagement</li> </ul>   | <ul style="list-style-type: none"> <li>• Evidence of number of people and/or events that validated specific identities or cultures and/or demonstrated exposure to different cultures or identities</li> </ul>   |
|   | <p>f) Raise levels of civic pride and optimism; improve perception of one’s community as an appealing place to live, work, learn and play. Create places that matter and which promote attachment.</p>              | <ul style="list-style-type: none"> <li>• Increased availability of locally-generated programs &amp; events</li> <li>• Improved attitudes about safety and livability (satisfaction with community)</li> <li>• Attracting new businesses, organizations, residents</li> </ul>   | <ul style="list-style-type: none"> <li>• Increased number of volunteer hours, in-kind donations, etc.</li> <li>• Retention of participants year-to-year</li> </ul>   |

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| <p><b>2. ARTS ENGAGEMENT, ARTISTIC EXCELLENCE &amp; CREATIVITY</b><br/>High quality art and arts experiences stir creativity and critical thinking and advance cognitive, emotional and social health.</p> <p><i>The primary focus of this goal is on individual-level outcomes.</i></p> <p>Projects, activities or programs in this goal area:</p> <ul style="list-style-type: none"> <li>• foster pride in one's own heritage and culture, and greater understanding and appreciation of the culture and heritage of others;</li> <li>• advance innovative approaches in art making;</li> <li>• embed sustained high quality art and arts experiences into our daily lives.</li> </ul> | <p>a) Catalyze individuals' creativity, spark entrepreneurialism, innovation and creative learning at all ages.</p>   | <ul style="list-style-type: none"> <li>• Creative output (stories, songs, dances, drawing, photos, new ideas, etc).</li> <li>• More frequent interaction(s) between artists and community members</li> </ul>   | <ul style="list-style-type: none"> <li>• Documentation of community-generated creative output(s)</li> </ul>   |
|  | <p>b) Social bonding; pride in one's community, heritage or identity<br/><br/>(supports social cohesion outcomes at the community level see section (e) Goal 1)</p>   | <ul style="list-style-type: none"> <li>• Increased opportunities for engaging in arts that reflect a specific identity or culture</li> <li>• Sustained outlets that support multiple, cultural identities</li> <li>• Increased feeling of support or pride within a community</li> </ul>                             | <ul style="list-style-type: none"> <li>• Specific opportunities for members of a particular community to grow closer together</li> </ul>                              |
|  | <p>c) Social bridging and tolerance; foster greater understanding across cultures and groups of people with different backgrounds<br/><br/>(supports social cohesion outcomes at the community level see section (e) Goal 1)</p>      | <ul style="list-style-type: none"> <li>• Availability of programs, events and/or spaces where people of different backgrounds can meet and share common experiences</li> <li>• People's perceptions were changed regarding differences and resulted in fewer negative stereotypes and increased tolerance</li> </ul> | <ul style="list-style-type: none"> <li>• Specific opportunities for members of the community to gain an appreciation for people from different backgrounds</li> </ul> |
|  | <p>d) Emotional benefits associated with arts experiences, leading to enhanced sense of well-being and sense of self, including greater empathy for community members and an empathetic concern that moves people to help others.</p> | <ul style="list-style-type: none"> <li>• Intrinsic impacts derived from an individual's arts experience(s)</li> <li>• Subjective well-being measures</li> </ul>  | <ul style="list-style-type: none"> <li>• Anecdotal information regarding participant's sense of well-being</li> </ul>   |
|  | <p>e) Cognitive benefits associated with arts experiences, such as greater mental acuity, exposure to new ideas, innovative approaches in art making experiences, critical thinking skills, etc.</p>                                  | <ul style="list-style-type: none"> <li>• Individual learning, comfort with new approaches</li> <li>• Increase in critical thinking abilities</li> </ul>  | <ul style="list-style-type: none"> <li>• Evidence of educational / curricular goals served</li> </ul>   |
|  | <p>f) Sustained engagement in quality arts experience and an appreciation for the creative life; embedding the arts into citizens' daily lives</p>  | <ul style="list-style-type: none"> <li>• Increased availability of participatory arts programs and activities</li> <li>• Increased appreciation for role of the arts in daily life</li> </ul>  | <ul style="list-style-type: none"> <li>• Specific activities for sustained exposure to, or sustained engagement in the arts (day after day)</li> </ul>                |

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| <p><b>3. MARKET DEVELOPMENT</b><br/>The Arts are an essential component of Connecticut’s environment and should be accessible to the greater community.</p> <p><i>The focus of this goal is on growing the base of arts participants and strengthening the arts infrastructure.</i></p> <p>Projects, activities or programs in this goal area support:</p> <ul style="list-style-type: none"> <li>• broadening and deepening arts opportunities and access, attracting a more diverse audience;</li> <li>• strengthening the overall arts infrastructure.</li> </ul> | a) Expand access to the arts; broadened pool of arts-engaged citizens                           | <ul style="list-style-type: none"> <li>• Ability to attract infrequent attenders, diverse or under-served populations and non-arts-users</li> <li>• Broaden base of participants</li> </ul>  | <ul style="list-style-type: none"> <li>• Document a first-time attendance ratio (# of new ticket buyers in relation to # of ticket buyers on file)</li> </ul>  |
|  | b) Improving or diversifying spaces, venues and settings for arts and cultural participation    | <ul style="list-style-type: none"> <li>• New or different spaces used or improved</li> <li>• Improve physical infrastructure of arts venues and settings</li> </ul>  | <ul style="list-style-type: none"> <li>• New or different spaces are utilized to attract community members</li> </ul>  |
|  | c) Richer knowledge-base of creative economy assets   | <ul style="list-style-type: none"> <li>• Increased inventory of and interest in creative economy assets</li> <li>• Robust inventory of creative economy assets; legislative support for the creative economy</li> </ul>  | <ul style="list-style-type: none"> <li>• Increased understanding of creative assets</li> <li>• Increased strategic support for the creative economy</li> </ul> |
|  | d) Increased support for artists' work and/or artists' activities                               | <ul style="list-style-type: none"> <li>• Increased sales of artists' work and/or employment of artists' skills</li> <li>• Sustainable markets for artists work and skills (galleries, spaces to perform, hybrid opportunities, etc.)</li> <li>• Better availability of resources for artists (live-work space, affordable housing, insurance, career development, etc.)</li> </ul> | <ul style="list-style-type: none"> <li>• Specific opportunities created for artists</li> </ul>   |
|  | e) Greater private support for arts organizations; more sustainable infrastructure for the arts | <ul style="list-style-type: none"> <li>• Expand donor base, lower reliance on unsustainable sources</li> <li>• Ability to plan ahead, long-term approach to capitalization; ability to crowd source funding needs</li> <li>• Successful changes in policy that attract and support creative businesses and arts (tax incentives, etc.)</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Expanded donor base; lower reliance on large gifts</li> <li>• Balance sheet evidence of financial health</li> </ul>   |
|  | f) A strong creative learning system, in-school, after-school, and in the community             | <ul style="list-style-type: none"> <li>• Percentage of public schools with arts &amp; music teachers, employment of teaching artists, after-school arts activities, etc.</li> <li>• Families taking advantage of cultural resources</li> </ul>   | <ul style="list-style-type: none"> <li>• Specific ways that your project supports and strengthens the arts education system</li> </ul>                         |