

COA GOALS	COA PRIORITY OUTCOMES	SUGGESTED INDICATORS OF SUCCESS Short Term Indicators (shaded) Long Term Indicators (white)	SUGGESTED SOURCES OF EVIDENCE
<p>1. COMMUNITY RELEVANCE & CIVIC ENGAGEMENT 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 in this goal area:</p> <ul style="list-style-type: none"> • help members of the community connect to and feel a part of their community; • are strategic in engaging members of the community as active participants and contributors to the improved community environment. 	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)	<ul style="list-style-type: none"> • Art organizations become more aware of, or engaged in, their community • New relationships forged (cross-sector, committees) • Evidence of sustained partnerships & self-initiated problem-solving • Changed attitudes about sense of place and community identity • Greater levels of involvement by arts and cultural organizations in community 	<ul style="list-style-type: none"> • Work has the potential of creating stronger partnerships • Willingness of artists & arts groups to present programs in community spaces • Evidence of community input into programming decision(s)
	b) Foster stewardship of shared public resources such as schools, parks, cultural resources, natural resources, etc.	<ul style="list-style-type: none"> • Increased volunteerism, stewardship behaviors, financial contributions to local cause • Community committed to improving & maintaining shared cultural, natural, educational, resources. 	<ul style="list-style-type: none"> • Opportunities for community members to improve and maintain shared resources
	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	<ul style="list-style-type: none"> • Opportunities created for cross-sector, cross-disciplinary, cross values dialogue and exchange • Written expressions, voiced opinions, web views, blogs, etc. • Appreciate diversity of values as a community asset 	<ul style="list-style-type: none"> • Specific opportunities for dialogue and exchange of ideas • Evidence of community input on project design and implementation
	d) Improve the quality of the visual landscape; make signs of creativity visible in the community	<ul style="list-style-type: none"> • New public art projects • Neighborhood clean-up projects • Youth mural projects • Animating vacant / dormant retail space • Increased public support for visual improvements (zoning, public art legislation) • Increased support for streetscape improvements 	<ul style="list-style-type: none"> • The visual landscape of your community is improved
	e) Increase social cohesion and social integration; foster a sense of belonging; help residents discover commonalities with others in their community	<ul style="list-style-type: none"> • Raised consciousness about shared responsibilities • Improved attitudes about “fitting in” • Increased membership in community institutions • Higher levels of civic engagement 	<ul style="list-style-type: none"> • Evidence of number of people and/or events that validated specific identities or cultures and/or demonstrated exposure to different cultures or identities
	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.	<ul style="list-style-type: none"> • Increased availability of locally-generated programs & events • Improved attitudes about safety and livability (satisfaction with community) • Attracting new businesses, organizations, residents 	<ul style="list-style-type: none"> • Increased number of volunteer hours, in-kind donations, etc. • Retention of participants year-to-year

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

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