

GRANT GOAL (1.1):

A) UNITE THE COMMUNITIES OF THE UPPER MINNESOTA RIVER WATERSHED AND USE ART AND CREATIVE STRATEGIES TO:

- *ADDRESS ENVIRONMENTAL DEGRADATION*
- *RENEW ECONOMIC ACTIVITY FOR DEPRESSED RURAL COMMUNITIES*
- *WORK AMONG AND BUILD RELATIONSHIPS BETWEEN DIFFERENT CULTURAL GROUPS, NEWCOMERS TO THE REGION, EXISTING RESIDENTS, SEASONAL VISITORS, TOURISTS, ORGANIZATIONS, AND GOVERNMENTAL AGENCIE.*

CURE will:

GRANT PGRPH	A) OBJECTIVE (SHORT-TERM, GRANT-FOCUSED)	PURPOSE	EVALUATION PROCESS
1.2	create murals, walking theater productions, festivals, workshops, recreational experiences and new businesses	stimulate the re-migration of young people and entrepreneurs to our tourism and interest in economic development & investment in [watershed] region.	<p>THEORY FLAW—Economic development literature does not suggest to increase younger population in rural area; strategic attraction of mature artists with customer base, and older/elderly with retirement base and need of services often subsidized by government and medical industry.</p>
1.5	<p>create a new locally supported arts based Conduct river festival[May event: River & History Weekend] that combines traditional arts and crafts show with musical concerts, outdoor [river] theater, and history tours</p>	highlight the opportunities and threats to the Minnesota River (the most polluted tributary to the Mississippi north of St. Louis) and continue to build region-wide support for its restoration	<p>SUGGESTION: Integrate river-based, river-relevant, creative activities into existing event(s) (i.e., River & History Weekend).</p> <p>EVALUATION ACTIVITY:</p> <p>A1. Survey, observe, and dialogue with event attendees for demographics, satisfaction with event, familiarity with CURE, awareness of environmental issues, ideas for community and (if appropriate) economic development.</p> <p>A2. Use reflective practice techniques to debrief with staff agency & board about success of May event and extent to which data collection findings will/can be used. Determine next steps for continued evaluative capacity-building.</p>

	B) LONGER-TERM &/OR SECONDARY OBJECTIVES/ACTIVITIES	PURPOSE	EVALUATION PROCESS
1.6	Selected visitors who attend the annual arts festival will also be given tours of vacant buildings and homes in the Granite Falls Community	restore and re-purpose these structures	PROBLEM —empty building tours are not ready for May event (i.e, River & History Weekend). SUGGESTION: Refer planning and execution decision to CURE board/agency. EVALUATION ACTIVITY: B1. In existing survey and dialogue activity for May event, explore opportunity to discuss concerns and ideas re: economic development, including downtown GF revitalization.
1.6	create historic preservation policies	turn drive the tourism and recreation economy in the Minnesota River Watershed	THEORY GAP —historic preservation policies don't necessarily increase tourism and recreation activities. SUGGESTION: Refer planning and execution decision to CURE board/agency.
	C) TERTIARY/PROCESS USE OBJECTIVES	PURPOSE	EVALUATION PROCESS
1.2	work with at least 13 other organizations to build relationships between urban and rural artists and upstream downstream practitioners of the creative economy		EVALUATION OBJECTIVE: measure extent to which [arts, culture, environmental, recreational, educational, and other organizational] activities impact economic development and community “sense of place” and vitality. SUGGESTION: identify success criteria of [above] long-term outcomes, with a diverse cross-section of stakeholders. Thoughtful attention given to this activity and involvement of stakeholders--many with which CURE has existing, but unclarified, relationships—and some of which CURE has to strengthen and/or identify. EVALUATION ACTIVITIES: C1. Build upon ripple effect
	through this project, build upon the relationships we have established to use the arts, historic and cultural preservation	Interact with the Upper Sioux Community	
1.3	bring disparate people together (farmers, environmentalists, new immigrants, established chamber of commerce businesses, Native Americans, elders and youth)	create new common experiences that deliver tangible results in the form of renewed economic activity for depressed rural communities	
1.5	collaborate with students and artists from the Minneapolis College of Arts and Design (MCAD)	help create and promote festival	
1.5	collaborate with watershed wide organizations and governmental agencies to promote and advance the festival		
1.6	work closely with <ul style="list-style-type: none"> • Granite Falls City Council; • Granite Falls Economic Development Authority; and • Upper Sioux Agency Tribal Government 		

1.8 & 1.9	work with faculty and students Minnesota West Community and Technical college and MCAD.	Explore opportunities to co-create and / or co-house arts & creative activities; explore longer-term opportunities to stimulate entrepreneurship and/ or investment to repurpose abandoned, empty or underutilized retail spaces in the community	<p>mapping (REM) of Bush Foundation (Scott Chazden et al.) to create baseline measures that identify (among REM participants):</p> <ul style="list-style-type: none"> • type and quality of relationship; • willingness to collaborate and engage in coalition; • extent to which capacities exist to further coalition activities (e.g., identifying success criteria of long-term program outcomes, including community and economic development). <p>C2. Explore feasibility of continual process of gathering qualitative and quantitative data towards these long-term outcomes.</p>
1.10	mixing up of local government with local and visiting artists, students with business owners, historic preservationists, and community organizers	create a culture of creative expression that in turn spurs community revitalization efforts and economic growth	
3.1-3.5	continue to build and facilitate relationships among & between list of Partners: <ul style="list-style-type: none"> • Educational Institutions • Local Government • Businesses • Non Profit Organization Partners • Artist Partners 		
4.5, 4.12	3 -5 year strategic direction	<ul style="list-style-type: none"> • harnessing of the creativity of the people of our region and creating vital linkages with urban people living downstream to address the problems and opportunities found here in the Upper Minnesota River Watershed. • tapping into and systematically soliciting [these] sources of untapped wealth 	
4.18	welcome Kresge Foundation support and guidance in establishing these kind of institutional funds and reserves	move beyond our current “storming” stage to the “norming” and “performing” stages as a mature non-profit organization	
	D) EVALUATION ACTIVITIES (SUGGESTED & OTHERWISE)	PURPOSE	NOTES/RESOLUTION
5.1	Use flip cams available at certain events for participants to record their thoughts.	engage in participatory evaluation techniques	Check for budget, importance of cameras. RESOLUTION: TBD
5.2	Document the demographics and number of participants at each event	<ul style="list-style-type: none"> • Ensure that we are reaching a broad range of community members; 	<ul style="list-style-type: none"> • Create/review template for survey, dialogue, and observation activities. Pilot

		<ul style="list-style-type: none"> Use quantitative and qualitative data to inform future projects 	<p>for improvement.</p> <ul style="list-style-type: none"> Identify use and training needs of CST workers for data collection.
5.3	Create a website and electronic “How To” manual on how to produce rural, community-based theater projects that unite the residents and draw tourists to the area	Distribution and sharing of best practices to similar rural areas	<p>NOT AN EVALUATION ACTIVITY. Refer to CURE staff/board for planning & execution decision.</p> <p>RESOLUTION: TBD</p>
5.4	Design metrics for measuring the impact of the revitalization effort. Researchers and experts from the Bush Foundation’s InCommons team will also assist in the design of the evaluation of this project		<p>Clarify expectations for metrics development and future measurement activities. Refer to Evaluation Activities C1 & C2 for how to partner with Bush Foundation.</p>
5.5	conduct attitudinal surveys before and [after] the project begins and in the final months of the project in 2014. For example, we will count the number of empty storefronts and the number of requests to the respective Chamber of Commerce for information on starting a new business in the community.	Ostensibly to create quality pre- measurements for determining impact of comprehensive economic & community development strategies.	<p>Clarify expectations and responsibility for this evaluation activity.</p> <p>SUGGESTION: Refer to board for further planning; integrate into evaluation activities C1 & C2.</p>