

City of Columbia

701 East Broadway, Columbia, Missouri 65201



Agenda Item Number: B 342-15

Department Source: Parks and Recreation

To: City Council

From: City Manager & Staff

Council Meeting Date: 11/16/2015

Re: Missouri Arts Council (MAC) Grant Agreement for Heritage Festival and Appropriation

Documents Included With This Agenda Item

Council memo, Resolution/Ordinance, Exhibits to Resolution/Ordinance

Supporting documentation includes: None

Executive Summary

The Parks and Recreation Department is requesting Council approval to accept and execute a Missouri Arts Council (MAC) Grant agreement in the amount of \$6,470 and appropriate the funds to the Parks and Recreation Classes and Events operating account for expenditure. The grant will help fund the Annual Heritage Festival and Craft Show held at Nifong Park.

Discussion

The Parks and Recreation Department has hosted the Annual Heritage Festival and Craft Show for the past 38 years. This event is provided to the public free of charge largely due to staff's efforts to seek sponsorships and grant funding for the event.

The Parks and Recreation Department received notification of a grant award in the amount of \$6,470 from the Missouri Arts Council (MAC) to help fund the Heritage Festival. The Department is requesting Council approval to accept and execute the MAC Grant agreement and appropriate the funds to the Parks and Recreation Classes and Events operating account for expenditure.

Fiscal Impact

Short-Term Impact: The \$6,470 grant will be appropriated and expended in support of the Heritage Festival.

Long-Term Impact: None.

Vision, Strategic & Comprehensive Plan Impact

Vision Impact: Arts and Culture, Parks, Recreation and Greenways

Strategic Plan Impact: Not Applicable

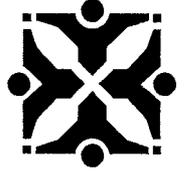
Comprehensive Plan Impact: Not Applicable

Suggested Council Action

Approve the ordinance authorizing the City Manager to enter into the grant agreement with Missouri Arts Council and authorizing the appropriation of funds.

City of Columbia

701 East Broadway, Columbia, Missouri 65201



Legislative History

None.



Department Approved



City Manager Approved

Introduced by _____

First Reading _____

Second Reading _____

Ordinance No. _____

Council Bill No. B 342-15

AN ORDINANCE

authorizing a grant agreement with the State of Missouri – Missouri Arts Council for the Parks and Recreation Department Heritage Festival and Craft Show; appropriating funds; and fixing the time when this ordinance shall become effective.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF COLUMBIA, MISSOURI, AS FOLLOWS:

SECTION 1. The City Manager is hereby authorized to execute a grant agreement with the State of Missouri – Missouri Arts Council for the Parks and Recreation Department Heritage Festival and Craft Show. The form and content of the grant agreement shall be substantially in the same form as set forth in "Exhibit A" attached hereto. Any actions taken by or on behalf of the City in connection with such agreement prior to the date of this ordinance are hereby approved and ratified.

SECTION 2. The sum of \$6,470.00 is hereby appropriated from the Recreation Services State Grant Revenues Account No. 552-5510-462.10-00 to the P&R Classes and Events Account No. 552-5575-602.49-90 RJHRFV.

SECTION 3. This ordinance shall be in full force and effect from and after its passage.

PASSED this _____ day of _____, 2015.

ATTEST:

City Clerk

Mayor and Presiding Officer

APPROVED AS TO FORM:

City Counselor

CERTIFICATION: I certify there are sufficient funds available in the Recreation Services State Grant Revenues Account No. 552-5510-462.10-00 to cover the above appropriation.

Director of Finance



STATE OF MISSOURI
MISSOURI ARTS COUNCIL
GRANT AGREEMENT OVER \$5,000

815 OLIVE STREET, SUITE 16
ST. LOUIS, MO 63101-1503
(314) 340-6845
(866) 407-4752 TOLL FREE
(800) 735-2966 TDD

Grant Number
16ADS00009

This Grant Agreement, entered into this 1st day of July, 2015, between the **MISSOURI STATE COUNCIL ON THE ARTS**, an agency of the State of Missouri, (the "Council"), and **City of Columbia (Parks and Recreation Department)**, (the "Grantee").

WHEREAS, pursuant to Section 185.050, RSMo, the Council may award grants to organizations to stimulate the growth, development, and appreciation of the arts in Missouri.

WHEREAS, Grantee has submitted its proposal (the "Project Proposal," attached as Attachment A and incorporated herein by reference or on file) to the Council for a project entitled "**2015-2016 Festival Program**," (the "Project"); and

WHEREAS, the Council has authorized funds to be reserved, on a matching basis, in an amount stated in Section 3 of this Grant Agreement for the performance of the Project.

NOW, THEREFORE, the Council and Grantee do mutually agree as follows:

1. Grantee agrees, for the consideration hereinafter set forth, to provide the necessary personnel, facilities, supplies, equipment, and related resources and skills to perform and accomplish the Project in accordance with the Project Proposal.

2. Grantee shall perform all work necessary to complete the Project between the date of this Agreement and June 30, 2016 (the "Project Period") and in accordance with the schedule contained in the Project Proposal.

3. The Council agrees to provide partial funding for the Project, up to a maximum of **six thousand four hundred seventy dollars (\$6,470.00)**, conditioned upon the terms of this Grant Agreement, including, but not limited to, the following:

- The successful completion of the Project in accordance with the Project Proposal;
- Unless otherwise approved in the Project budget, the Council's grant funds shall not exceed fifty percent (50%) of the total cost of the Project; and
- Grantee understands and agrees that the grant amount set forth herein may be reduced unilaterally by the Council and the State of Missouri due to the unavailability of funds or reduced appropriation authority, including, but not limited to, withholdings made pursuant to MO. Const. Art. IV §27. Grantee further understands and agrees that neither the Council nor the State of Missouri shall be liable for any costs associated with termination caused by lack of funds, appropriations or withholdings.

4. Grantee agrees that funding provided by this Grant Agreement shall not be used to pay for any current or future debts or deficits of the Grantee.

5. Grantee agrees that it will include the Council logo and the following credit line in all advertising, website, title panels, catalogues, flyers, posters, literature, film/video credits, news releases, printed programs, public broadcasts, promotion and publicity set out in a prominent location and type size: "**FINANCIAL ASSISTANCE FOR THIS PROJECT HAS BEEN PROVIDED BY THE MISSOURI ARTS COUNCIL, A STATE AGENCY.**"

6. Grantee agrees that any variance in the total Project costs exceeding ten percent (10%) of the approved Project budget contained in the Project Proposal must be approved by the Council.

7. Grantee agrees that the State of Missouri's execution of this Grant Agreement is predicated, in part and among other considerations, on the utilization of the specific individual(s) and/or personnel qualification(s) identified and/or described in the Project Proposal. Therefore, the Grantee agrees that no substitution of such specific individual(s) and/or personnel qualification(s) shall be made without the prior approval of the Council, which approval shall not be unreasonably withheld.

8. Grantee agrees to notify the Council in writing if, for any reason, the Grantee cannot perform all or part of the Project and therefore may be required to release all or a portion of the Council funding for the Project.

9. Grantee agrees that the Council may withhold payment of the funds awarded under this Grant Agreement until the Grantee has satisfied all requirements of this Grant Agreement and Grant Agreements previously entered into between this Grantee and the Council.

10. Grantee agrees that it will conform with the following conditions, if applicable:

N/A

11. Grantee agrees that any changes in the approved Project Proposal, including, but not limited to, Project description, personnel, or schedule must be approved by the Council prior to the time the Project occurs.

12. The Council agrees to pay the Grantee funds up to the amount stated in Section 3 of this Grant Agreement upon receipt of a duly executed invoice(s) evidencing Project costs incurred in accordance with the Project Proposal.

13. Grantee agrees to invoice the Council for reimbursable Project costs no later than thirty (30) days after the Project Period, or by July 18, 2016, whichever occurs first. The Grantee further agrees to submit such invoices no more frequently than on a monthly basis for Project costs incurred throughout the Project Period.

14. Grantee agrees that Council and governmental auditors and representatives shall have access to any and all of the Grantee's books, documents, papers, memoranda, and other records for the purpose of audit or examination of any information submitted to the Council, or contained in the Project Proposal, and/or the receipts and disbursements of the funds made available to Grantee from any source under this Grant. Grantee further agrees that costs to resolve or ameliorate any audit exception noted by governmental auditors or representatives shall not be reimbursed by the Council and shall be the sole responsibility of the Grantee. The Grantee agrees that it will maintain adequate records to substantiate all information reported for a period of no less than three (3) years from the end of the Project Period.

15. Grantee agrees that all funds received from the Council and expended by the Grantee under this Grant Agreement shall be held and used by the Grantee for the sole purpose of accomplishing the Project, and none of the funds so held or received shall be diverted to any other use or purpose.

16. Grantee agrees to abide by and comply with all applicable regulations and policies of the Council, as well as all other applicable state and federal laws, regulations, and executive orders. This Grant Agreement shall be construed in accordance with the laws of the State of Missouri. In any action between the parties arising out of or relating to this Agreement or any of the transactions contemplated by this Agreement, each party irrevocably and unconditionally consents and submits to the exclusive jurisdiction of (i) the state courts located in Cole County Missouri and, if jurisdiction is established, (ii) the United States District Court for the Western District of Missouri.

17. Grantee agrees that it will furnish a completed Final Report to the Council, as described in the Council Grant Requirements, no later than thirty (30) days after the completion of the Project, or by July 18, 2016, whichever occurs first.

18. Grantee agrees to comply with all civil rights and anti-discrimination laws, and further agrees not to discriminate against any employee or applicant for employment on the basis of race, color, religion, creed, national origin, sex, sexual orientation, age, or veteran or disability status.

19. Grantee agrees to furnish a written notice to any labor union with which Grantee has a bargaining or other agreement, stating that Grantee does not discriminate in his employment practices on the basis of the categories stated in Section 18 of this Grant Agreement.

20. Grantee agrees to state, in all solicitations and advertisements for employees placed by or on behalf of Grantee, that all qualified applicants shall receive consideration for employment without regard to race, color, religion, creed, national origin, sex, sexual orientation, age, or veteran or disability status.

21. Grantee agrees to include the provisions of Section 18, 19, and 20 of this Grant Agreement in every subgrant entered into by the Grantee for the purpose of completing the Project as outlined in this Grant, such that these provisions as included in the subgrant will be binding upon the subgrantee.

22. Grantee shall not knowingly employ any person who is an unauthorized alien and, to the extent applicable, shall comply with federal law (8 U.S.C. § 1324a) requiring the examination of an appropriate document or documents to verify that each individual is not an unauthorized alien.

23. Grantee understands that, pursuant to Section 285.530.5, RSMo, a general contractor or subcontractor of any tier shall not be liable under Sections 285.525 to 285.550 when such general contractor or subcontractor contracts with its direct subcontractor who violates Section 285.530.1, if the contract binding the contractor and subcontractor affirmatively states that the direct subcontractor is not knowingly in violation of Section 285.530.1 and shall not henceforth be in such violation and the contractor or subcontractor receives a sworn affidavit under the penalty of perjury attesting to the fact that the direct subcontractor's employees are lawfully present in the United States.

24. Grantee understands that, pursuant to Section 285.530.5, RSMo, a Grantee or sub-grantee of any tier shall not be liable under Sections 285.525 to 285.550 when such Grantee or sub-grantee contracts with its direct sub-grantee who violates Section 285.530.1, if the contract binding the Grantee and sub-grantee affirmatively states that the direct sub-grantee is not knowingly in violation of Section 285.530.1 and shall not henceforth be in such violation and the Grantee or sub-grantee receives a sworn affidavit under the penalty of perjury attesting to the fact that the direct sub-grantee's employees are lawfully present in the United States.

25. Grantee understands that if it is found to have employed an unauthorized alien, Grantee may be subject to penalties pursuant to Sections 285.025 and 285.535, RSMo.

26. Grantee hereby agrees that, upon request, it will grant representatives of the Department of Economic Development (DED) access to the Grantee's property and furnish DED with copies of any records that may be necessary for the administration of this Project or to assess compliance with any other statute, rule, or requirement.

27. Grantee shall enroll and participate in a federal work authorization program (E-Verify) as defined in Section 285.525(6), RSMo. The Grantee shall verify the employment eligibility of every employee in the Grantee's hire whose employment commences after the Grantee enrolls in a federal work authorization program. The Grantee will maintain and, upon request, provide documentation demonstrating the Grantee's participation in a federal work authorization program with respect to employees working in connection with the activities that qualify the Grantee for this Grant.

28. Grantee agrees that if it fails to comply with any of the terms and conditions of this Grant Agreement, such failure shall entitle the Council to a recapture of any Grant funds previously distributed by the Council to the Grantee. It shall be the sole discretion of the Council to determine whether the Grantee has failed to comply with the Grant Agreement and the amount of funds that shall be repaid.

29. Grantee agrees to furnish the Council with: (1) the Certification attached hereto, signed and notarized; and (2) a copy of a fully-executed E-Verify Program for Employment Verification Memorandum of Understanding between Grantee and the Department of Homeland Security, United States Citizenship and Immigration Services (DHS-USCIS) and Social Security Administration. Grantee that has received over \$5,000 in funding in a previous fiscal year agrees to furnish only (1) the Certification.

30. The parties mutually agree that either party may terminate this Grant without penalty by giving thirty (30) days advance written notice to the other party. Grantee may not submit any invoices for expenses incurred after submission or receipt of a notice of termination. The Council, in its sole discretion, may require the Grantee to return any Grant funds distributed to the Grantee prior to termination which were not used for Project purposes.

31. This Grant may not be assigned by Grantee without the prior written approval of the Council.

EXECUTIVE DIRECTOR, MISSOURI STATE COUNCIL ON THE ARTS	DATE
GRANTEE'S AUTHORIZING SIGNATURE (IN BLUE INK)	DATE
PRINT NAME AND TITLE IN ORGANIZATION	

Project Proposal

Missouri Arts Council - FY2016 Annual Disciplines Application
 City of Columbia 16ADS00009

Applicant Information

Organization Name	City of Columbia (Columbia Parks and Recreation)
FEIN Number	43-6000810
DUNS	071989024
Mailing Address	PO Box 6015, Columbia, Missouri, 65205-6015
Phone	573-874-6397
Fax	
Website	gocolumbiamo.com
Physical Address	1 S 7th St, Columbia, Missouri, 65201-4809
State House District	45
State Senate District	19
Congressional District	4
Primary Contact	Karen Chandler
Title	
Phone	573-874-6397
Email	klr@gocolumbiamo.com
Mission Statement	
xxx	
Applicant Status	Government - Muncipal
Applicant Institution	Parks and Recreation
Applicant Discipline	Multidisciplinary - variety of projects/activities in different discipline areas

A. Additional Applicant Information

1. Popular Name, Department, Art Program or Doing Business As	Heritage Festival and Craft Show
2. Are you a new or returning applicant?	Returning Applicant
3. Grant Program	Festivals
4. Secondary Contact Name	Cassie Dins
4a. Secondary Contact Title or Position in Organization	Recreation Specialist
4b. Secondary Contact Phone	573-874-6341
4c. Secondary Contact Email	crdins@gocolumbiamo.com
5. What is the ending date of your organization's most recently completed fiscal year?	09-30-2014
6a. Organization's Operating Income	\$ 12,254,143
6b. Organization's Operating Expenses	\$ 11,584,702
6c. Dept./Program Operating Income	\$ 234,488
6d. Dept./Program Operating Expenses	\$ 199,502

B. Demographics

	Current Staff	Current Board	Current Volunteers
Asian			
African American	3		
Hispanic			
American Indian/Alaska Native			
White	25	7	
Pacific Islander			
Total	28	7	0

C. Project Description

1. Proposed Project Title Heritage Festival and Craft Show

2. All applicants (except Arts Services):

What is the proposed project for MAC funding? What are the artistic components, project date(s) and location(s)?

OR

Arts Services Applicants Only.

What are the services for artists and/or arts organizations you are proposing for MAC funding?

39th Annual Heritage Festival and Craft Show

September 19th and 20th 2015

Historic Nifong Park, Columbia, Missouri

The festival, coordinated by Columbia Parks & Recreation, brings the community of Columbia together and welcomes visitors, to celebrate the region's heritage and features entertainment on three stages that includes music, dancing and storytelling steeped in tradition.

The proposed project for MAC funding is to *increase the visual and performing arts related component* of the Heritage Festival through the addition of performers that have previously been unavailable to us due to booking and travel costs. We will use the funding to provide higher quality artists and to diversify the cultures and arts represented through dance, music and other traditional arts. In particular, we hope to add representation of Irish, Scottish, Mexican, and African American arts. The Missouri Arts Council funding would be used to broaden the scope and diversity of performers and the historical aspect of their art. Additional entertainment being considered, if MAC funding were provided, include the addition of the following performances which would diversify and add quality to the festival:

- Jim "Two Crows" Wallen - Mountain Man storyteller
- Kansas City Celtic Pipes and Drums
- Professor Farquar Medicine Man
- El Grupo Folklorico Atotonilco or Grupo Atlantico
- St Louis Irish Arts Musicians and Dancers
- Cindy Woolf & Mark Bilyeu - Folk/Americana
- Howard Marshall - Fiddling
- Lemuel Shepard - Traditional Blues

Visitors to the Heritage Festival are able to listen, learn and see history as it comes alive. *Listen* to traditional and roots music performances including:

- American Indian Dancing
- German Music and Dance
- Dutch Clogging
- Portrayals of Historic Characters.

Styles of music represented include but are not limited to:

- Old Time Western
- Swing Revival
- String Bands
- Bluegrass
- Cajun, Folk
- German .

Beyond the formal stages visitors will be immersed in the culture and arts of the past, involving all of their senses. They will *hear* children laughing as they attempt to milk our wooden "cows", or reenactors telling the stories of the old west complete with cowboy dialect and slang. *Learn* about lost arts from artisans and tradesmen dressed in 19th century attire demonstrating their craft and selling their wares. *See* traditional wares, dress, instruments, dance regalia and handmade crafts, and the intricate details preserved inside of the Historic Maplewood Home, the Walter's Boone County Historical Museum and Village. Even the *smells* of freshly baked bread, or hand carved wood add to the festival's ability to re-connect the attendees with history through performance and visual art, and to do so in an environment that is free to attend and friendly to all ages.

Other activities offered at the festival include:

Children's activities in the "Fun for Young'uns" area:

- Wax candle dipping
- "Cow" Milking
- Rope Making
- Toy Making
- Traditional Arts and Crafts
- Stilts
- Hayrides

Numerous Traditional Artisans are also be on site demonstrating "lost arts" which include:

- Quilting
- Weaving & Spinning
- German Bobbin Lace
- Soap Making
- Kickwheel Pottery
- Tin smithing
- Rug Making
- Basket weaving
- Broom Making
- Bread Making

Reenactors and other interactive attractions include, but are not limited to:

- Cowboys with chuck wagons
- Lewis and Clark outpost
- 1859 Town
- mountain man camp
- Prospector Camp
- Ghost Stories presented by the Mid-Missouri Organization of Storytellers
- Boone County Historical Museum and Village Tours- including the Historic Maplewood Home

3. What is the purpose of the project? How does the project fit into the scope of the organization's mission and long range plans?

City of Columbia's Parks & Recreation Department Mission:

"The Department of Parks & Recreation is committed to improving our community's health, stability, beauty, and quality of life by providing outstanding parks, trails, recreational facilities, and leisure opportunities for all Columbia citizens."

The purpose of the Heritage Festival is to provide a unique, educational and family friendly experience highlighting the cultural history of Missouri to residents and visitors. A quote by Christian Metz, written in 1846 sums up the purpose - "Behold the work of the old, let your heritage not be lost, but bequeath it as a memory, treasure and blessing...gather the lost and the hidden and preserve it for thy children." Heritage oriented programs are valuable to our community as they provide a link to the arts and culture of our forefathers. We aim to preserve and share the beauty of these arts with the continuation of the Heritage Festival. As per our Mission Statement, we believe that quality leisure opportunities should be available for all of Columbia's citizens, which is why this festival is free to the public and accessible for all. Showcasing Columbia's events, culture and parks to people from all over the state and nation

promotes tourism and the health of our community as a whole.

4. Exhibition Support Applicants Only. What are the viewing hours?

N/A

5. Community Arts Operating Support Only.

In what artistic disciplines do you offer programs?

N/A

D. Artistic Quality

1. What are the artistic criteria for choosing the project?

(Arts Services should type N/A)

We strive to find a wide variety of artistic styles to represent the cultural landscape of the past. The performers share the history of their music and dance during their performance.

To ensure that performers will be contributing quality and authentic artistic performances and demonstrations, artists submit audio recordings of their performances, photos, and are highly encouraged to submit video of performances as well. Some bands are reviewed live and many are suggested via respected musicians whom we consult. The submissions are reviewed by the festival director, who has 25 years of experience working with musicians that perform traditional and roots music. In addition to this screening process, we pursue entertainers listed on the Missouri Arts Council Touring Performers roster. In 2014, we utilized six groups and individuals from the touring roster. The remainder of the performers were Missouri groups who make an initiative to keep dying art forms alive and pass them along to the next generation.

Once selected as an entertainer for the Heritage Festival, the artist's performance is evaluated at the festival itself. Karen watches the performances and seeks additional feedback from staff, entertainers, and festival goers. This is done to determine whether the performance achieved our goal of providing entertaining, historically accurate and quality entertainment. If an entertainer is not well received, deviates significantly from the historical genre and style they were chosen for, they will not be asked to return for future festivals.

In all of the aforementioned initiatives, we seek to maintain and increase ethnic and cultural diversity while providing a peek at the past.

Cajun, German, bluegrass, Native American Indian, Dutch, British, African, Old Time Western, classic American Country, Folk, String bands, and American Revolutionary are just a few of the styles of music and dance that have been represented at the Festival in recent years.

2. What makes the project creative and innovative in your community? How does the project challenge and develop your audience artistically?

(Arts Services should type N/A)

The visual and performing arts demonstrated at Columbia's Heritage Festival are arts that are infrequently seen outside of heritage events. Many of the arts demonstrated have long since been replaced by mechanization and assembly lines hidden behind factory walls. The public rarely thinks of how things are made. The music and dance and the traditional artisans and tradesmen demonstrating "lost arts" provide a unique experience and education for the audience. Heritage Festival provides a rare venue for these culturally and historically important artists, crafts, dances and musical stylings. Visitors can connect to a simpler time when music was made with family and neighbors on the front porch and everyday items were made by hand.

Live demonstrations of the methods used to create the following goods and wares are provided to immerse the visitor in the craftsmanship of the past:

- Pottery
- Brooms
- German Bobbin
- Weaving and Spinning
- Woodcarving
- Toy Making
- Tinsmithing and Blacksmithing

The visitors can purchase these items to keep and be reminded of the art and craft behind the practical item. Our visitors have likely seen the crafts and art forms displayed at our festival in video or behind glass at a museum, but this festival creates a unique audience experience. The audiences are able to see, touch, hear and smell the creation of a handmade spoon - and ask questions as the blacksmith crafts the piece.

Musicians such as The Rhineland Wurstjaegers and Swampweed Cajun Band invite the audience up and onto their feet to dance along to traditional German and Cajun music. Visitors may be enthralled by their first encounter with traditional Native American dance regalia, and have their questions answered about a folk musician's exotic looking mandolin. The average festival attendee, including many "Millennials" have had very limited exposure outside of an event like this to the diverse and sometimes forgotten music and dance genres exhibited.

Our hope is that the adults and especially the children, are impressed by the artistry and skill of everyday life in earlier times. Understanding the craftsmanship that once went into sustenance and entertainment will hopefully challenge our audiences to appreciate quality over instant gratification, and prompt understanding of the cultural significance of dance and music. Visitors will find connections to their own history and heritage, or (as there are many international residents in our community) be exposed to an entirely different cultural heritage than their own. These connections to the past will pique the interest of, and create memorable arts experiences for our visitors that we feel to be the most valuable takeaway.

3. Who are making the artistic decisions for the project? List their names, titles, and areas of responsibility.

Karen Chandler, Recreation Superintendent of Recreation & Community Programs

Karen is the event coordinator. She is responsible for the management, coordination and implementation of the event to include approval or denial of all vendors, entertainers, and artisans.

Cassie Dins, Recreation Specialist

Cassie works closely with Karen to assist in finding and booking talent, coordinating the children's activities in the "Fun for Young'uns" Area, and coordinating staff and volunteers during the event.

4. Folk Arts Program Applicants Only.

How does the project support traditional arts and artists? Describe the cultural significance of the art form(s) and the cultural heritage of the artists.

N/A

5. Established Institutions and Mid-Sized Arts Organizations Only.

Describe your organization's significant artistic accomplishments within the last three years, including a list of the performances, exhibitions, and publications.

N/A

6. Arts Services and Community Arts Only.

What services do you provide to artists and arts organizations.

N/A

7. Community Arts - Operating Support Only.

In what artistic disciplines do you offer programs?

N/A

E. Community Involvement

1. How does the project meet community needs?

The Heritage Festival and Craft Show meets the communities need for a unique arts experience for the participant and an outlet for many traditional performing and visual artists that are otherwise infrequently seen in Mid-Missouri . It also serves the overall community need to enjoy a festival and the ability to come together as a community and to welcome guests to Columbia. In a survey conducted for the citizens of Columbia, special events were ranked the highest in the categories of: participation in city recreation programs, need for recreation programs, most important recreation program, and programs participated in most often at city facilities. Based on this survey, special events serve an important community need.

The festival brings people together to celebrate art, music, family, entertainment and heritage in a beautiful setting. Being located at a historic park also highlights the public park land and county historical museum and buildings. The population for Boone County is over 170,000.

For low income families and individuals looking for a family friendly or educational event, they are served by a high quality experience at no cost. The community as a whole benefits from awareness of and access to traditional arts. Columbia is fortunate to have many festivals that call it home, but the need for family friendly entertainment is met most wholly by the Heritage Festival. Local artists also need an outlet for their arts. Through the festival, it provides these artists with reason and incentive to continue sharing their dying art forms, and hopefully to pass them on to the next generation. The need of local businesses including hotels, restaurants, and retail stores is served through the provision of the festival as a tourist attraction bringing out-of-town visitors to Columbia and supporting their businesses and the local economy.

2. How does the project demonstrate community support? This may include funding, in kind donations, volunteers, planning, execution, and evaluation.

The festival is supported by generous sponsors, volunteers who stage the many historic camps to include the mountain man camp, Lewis & Clark Outpost, Cowboy Camp, 1859 Town, volunteers who assist with many tasks at the event, numerous organizations, traditional artisans who attend for a stipend to share their love of the "lost arts" they practice, funding from the city budget to support the event, and the Boone County Historical Society who open the doors of the historic homes and village.

The Heritage Festival is sponsored by local radio stations 101.5 KPLA and 1400 KFRU, local newspaper The Columbia Daily Tribune, the Columbia Convention and Visitors Bureau, and Missouri Life Magazine.

The event is also supported by a large contingent of community volunteers from Volunteer Columbia, local businesses, University of Missouri students, as well as a variety of other organizations. This event utilizes the highest quantity of volunteers of all of Columbia Parks and Recreation's Recreation Services Division events, with over 140 volunteers contributing their time during the two days of the Festival.

Each year a number of local businesses organize groups to volunteer at Heritage Festival.

Contingencies from Target, Insurance Professionals of Mid-Missouri, and Smithton Middle School have supported Heritage Festival with volunteers in recent years. These volunteers, as well as many Parks and Recreation staff, help with the set-up and breakdown of the event, and help to monitor and manage parking, the children's crafts, and other areas of the event. Every full time employee of the Parks and Recreation Department Recreation Services Division supports the event by working at least one day of the event. Without support from these volunteers and employees, the Festival would not be the success that it is. The Convention and Visitors Bureau also uses volunteers to conduct a bi-annual survey to assess the tourism value of the Festival to the local economy.

Many organizations participate in the Heritage Festival- contributing their time and expertise. A few of these organizations include:

- The Missouri River Community Network
- Mid-Mo Woodcarvers
- Mid-Missouri Organization of Storytellers
- Society for Creative Anachronisms
- Old-Time Fiddlers

The festival is located at the park that also houses the Boone County Museum and Gallery, the historic Maplewood Home and Historic Village. The Boone County Historical Society coordinates tours of the museum, historic home and village. In addition to sponsorship and volunteer support, the general public, local businesses, and crafters from around the state and nation support the event with their participation and attendance, which increases each year. A number of local businesses choose to pay a business booth fee to advertise at and associate themselves with the festival. In 2014 vendors included 75 Handmade Craft and Traditional Artisan booths featuring handmade wares, 12 Food Vendors, and 22,000 Festival attendees. All of these categories are up from 2013.

Local news organizations find the event important to the community as well, and the festival is usually featured in the Columbia Missourian Newspaper, as well as on KOMU 8 (NBC affiliate news station) and KMIZ 17 (ABC/FOX affiliate news station) in addition to coverage in the Columbia Daily Tribune newspaper, an event sponsor.

3. All applicants (except Arts Services):

How does the project contribute to the education of the community?

OR

Arts Services Applicants Only.

How does the project support your artistic community?

The Heritage Festival and Craft Show educates the community on the traditional arts, craftsmanship and lifestyle of those who lived in this region before us. Traditional Artisans demonstrate and teach visitors how their craft was once made by hand instead of mechanized. Storytellers paint colorful images of the woes and comedy of everyday life. Musicians and dancers demonstrate cultures and traditions that have often been long forgotten and many encourage audience participation and interaction in their art forms. Heritage Festival performers are continually educating the community outside of the festival. The Hometown Cloggers for instance, teach children the art of clogging, and thus enrich the future of their art. The Rhineland Wurstjaegers and Mid Missouri Country Dance Connection also welcome and guide new members continuously, while many members of Swampweed Cajun Band and Ironweed Bluegrass Band give music lessons in the community on traditional and modern instruments including banjo, mandolin, guitar, fiddle and vocals thus nurturing future artists. We find it especially important to support the groups of performers who make it their goal to teach and guide other performers- without opportunities to perform and demonstrate their arts, many would be dissuaded from continuing their craft. Children's craft areas show kids what children their age did for fun (and work) in the farms and settlements of early American times. Many of our vendors, performers and artisans also display traditional dress, often times handmade, and work on or with highly specialized and unique equipment, instruments, and even furniture. This immersive heritage experience challenges our visitors to relate to, learn about, and appreciate the time and labor intensive lifestyle of their forefathers and early settlers. They learn how things were made prior to factories and industry taking over, and how people found entertainment and enjoyment before televisions and internet.

4. Who are the target audiences for the project? Include efforts you are making to reach new and diverse audiences. How will the project be marketed?

The target audience for the event is very broad due to the appeal of this festival to all ages. Many families with young children in elementary and middle school attend as they enjoy the children's activities, Haskell Indian Nations Dancers, the hayrides and the crafts. Senior attendees enjoy the craft booths, artisans, and traditional music and dance. Attendees come from all races and financial backgrounds due to the free event admission and broad attraction of the event. Our event attendees share common interests in history, exploration, and culture, and are generally family oriented and enjoy recreation opportunities. Families make up a majority of the festival attendees as the Heritage Festival is the largest family oriented and friendly festival in Columbia.

According to the Parks and Recreation and Convention and Visitors Bureau surveys distributed at Heritage Festival in 2014, 36% of attendees were under the age of 19 and 22% were over age 60. Visitors were also quite likely to attend the festival with others, as 40% of parties had 4 or more

individuals. We look to serve the underserved with this event- making sure that people of all ages, abilities, and financial position feel welcome and able to participate in our community event. The distribution of annual household income at the Festival well displays our achievement in welcoming a variety of socioeconomic groups to the festival: 17.3 % of event goers reported an annual household income of less than \$25k, 34.7% reported \$25-55k, 27.6% reported \$55-85k, and 20.4% reported that their annual household income was over \$85k.

We reach new and diverse audiences by promoting through the University to attract students and their families, through schools for children and families, through local groups that provide services for people with low income and disabilities. Columbia Parks and Recreation's Adaptive Recreation Program in cooperation with Columbia Housing Authority and Boone County Family Resources promotes the event to residents with physical and financial limitations. We also utilize our Community Recreation Program to reach out to low income families and "at-risk" youth.

A large amount of our advertising comes from our newspaper and radio sponsors, who provide in-kind advertising for their sponsorship benefits. These sponsors are the media groups of choice for our target audiences listed above. The City of Columbia (organizers) also promote the event in our Leisure Times publication (50,000 copies), which is direct mailed and is available at a variety of local events and businesses. The City of Columbia Parks and Recreation Department is also afforded the opportunity to include fliers in Columbia Public Schools' Friday Folders, which reaches thousands of Columbia families directly. Additionally we promote the event on social media- reaching a variety of ages and demographics, as well as Columbia's City Channel television, a kiosk at the Columbia Mall and in a number of Parks and Recreation and City newsletters and web pages.

Outside of Columbia, the Festival is listed in community and statewide event calendars, and is advertised in statewide publications like Missouri Life and Rural Missouri. Event participants and crafters are provided with promotional materials that many utilize to post on their own websites, social media, and distribute at their performances and events throughout the summer leading up to Heritage Festival, allowing us invaluable direct contact with like minded event goers.

5. How will the project be accessible for persons with disabilities?

The event features a dedicated accessible parking lot, ADA compliant restroom, and ADA compliant paved walkways with graded ramps throughout the park. Shuttle vans equipped with wheelchair lifts are available to access the event for those who choose to park in the shuttle lot and avoid the traffic closer to the event itself.

Columbia Parks and Recreation's Adaptive Recreation Program in cooperation with Columbia Housing Authority and Boone County Family Resources promotes the event to residents with physical and financial limitations. We also utilize our Community Recreation Program to reach out to low income families and "at-risk" youth through flyers on site at the Armory recreation center.

6. If this project or a similar project has been previously conducted, how many individuals participated? How did you determine the number? When did the project occur?

This project has occurred annually for almost 40 years. Last year's attendance was projected at 22,000. Since the event is free and there is not a ticketed entry, this number was determined by parking estimates including number of available parking spaces and parking lot turnover time.

7. How many individuals do you expect to participate in the proposed project? How did you determine this number?

20,000-25,000- This event has been growing each year that it has been conducted. With good weather we expect to continue that growth in 2015. The number is determined based on past attendance over many years.

8. College or University Applicants Only.

What percentage of the audience is affiliated with the college or university (students, staff, or faculty) and what percentage is from the general community?

N/A

9. Community Arts Only.

How do you support the long-term cultural development of the community?

N/A

F. Management Ability

1. How has your organization maintained, diversified, and expanded funding?

As a free event, funding is provided through the Parks & Recreation's budget, from sponsors and from vendor fees. We maintain funding by providing quality visitor experiences to justify base funding for the festival in the Parks & Recreation budget. Exposure for our sponsors, in exchange for their support, has led to excellent relationships and high retention and return rates.

Annually we have increased our capacity for the following revenue generators, and continually find ways to continue expanding

- Craft Booth fee
- Business Booths fee (higher than Crafters)
- Food Vendors (% of their gross sales)
- On site ice sales to food vendors

We have diversified and expanded funding by reaching out to new sponsors annually, and pursuing grant funding. In 2014 we added funding from a Monthly Strategic Grant from the Missouri Arts Council. In 2015 we are welcoming a new sponsor, Missouri Life Magazine, as well as hopefully increasing our grant funds with this request for Missouri Arts Council funds.

2. How will you evaluate the proposed project? How have you responded to previous evaluations?

The Festival is evaluated with two surveys. One survey is distributed by Parks and Recreation staff at two information booths on site at the Festival each year. We read and document the responses from each survey, which includes demographic and marketing information as well as perceptions of the event's value to the individual, and space for open ended commenting. In addition, we have gathered feedback on social media. In 2014, Parks and Recreation's survey accounted for 226 individuals. The Convention & Visitors Bureau also conducts a survey every other year to monitor the festival's quality and its tourism impact. This survey is also distributed on site at the festival and is administered by the CVB. The 2014 CVB survey resulted in 297 completed surveys accounting for 1,238 individuals once group size was taken into account. This number accounts for all festival attendees intercepted, but only visitors from outside of Boone County are invited to complete the full survey.

All feedback and suggestions from both surveys are recorded and consulted the following year to improve the festival. Based on the feedback received from these surveys over the years, we have made improvements including additional seating, restrooms, and trash receptacles as well as the implementation of the shuttle service to mitigate traffic and parking concerns.

3. If your operating figures for last fiscal year reflected a deficit, how did this deficit occur? How did your organization handle this deficit?

How will your organization prevent deficits in the future? If not, type N/A.

N/A

4. Who are responsible for making administrative decisions for the project? List names, titles, and areas of responsibility.

Karen Chandler, Superintendent of Recreation & Community Programs, manages the festival including booking entertainment, vendors, crafters, promotion, and logistics. She has over 25 years of experience directing hundreds of events including the Missouri Town 1855 festival in Blue Springs, and local events such as First Night Columbia (renamed Columbia Eve Fest), City of Columbia's 4th of July Fire in the Sky and Heritage Festival.

Cassie Dins, Recreation Specialist

Coordinates volunteers, staff, Fun For Young'uns Children Area, and helps to find and book talent.

Leigh Britt & Tina DeClue, City Volunteer Services volunteer coordination staff.

Tammy Miller, Public Communications Officer - marketing and promotions

Mark Kottwitz, Maintenance Supervisor - manages park preparation, set-up and cleanup

Jennifer Meeks and Jill Overton - Office staff

Assemble crafter information packets, organize crafters and artisans, make schedules, take payment from vendors and crafters.

G. Summary Budget

CASH EXPENSES

1. Personnel - Administrative	12,900
2. Personnel - Artistic	0
3. Personnel - Technical/Production	0
4. Outside Artistic Fees and Services	29,475
5. Outside Other Fees and Services	400
6. Space Rental	0
7. Travel	0
8. Marketing	3,308
9. Remaining Operating Expenses	3,438
10. Capital Expenditures - Acquisitions	
11. Capital Expenditures - Other	
Total Expenses	\$ 49,519

CASH INCOME

1. Admissions	
2. Contracted Services Revenue	
3. Corporate Support	
4. Foundation Support	
5. Other Private Support	
6. Government Support - Federal	
7. Government Support - State/Regional	
8. Government Support - Local	7,500
9. Other Revenue	9,500
10. Applicant Cash (used for this request) (Do NOT include MAC request in this line.)	12,519
11. Missouri Arts Council Request (Request amount cannot exceed 50% of total project expenses.)	20,000
Total Income	\$ 49,519

H. Attachments

Budget Detail	Attached
Summary of Key Artistic	Attached
Summary of Key Administrators	Attached
Board List	Attached
Financial Statement - Statement of Financial Position	Attached
Financial Statement - Statement of Revenues, Expenses and Fund Balance	Attached
If Applicable Documents Checklist	Long Range Strategic Plan

UPLOAD HERE

Budget Detail

Biographical Summary of Administrative Decision Makers and Key Management People

Board List

PREVIOUS Year Financial Statement

2014 Budget

Statement of Financial Position

FY14 Ending Balances

Support Material-Columbia Parks and Rec

FY 16 Festivals Columbia Parks and Recreation Support Material

Columbia Parks and Recreation Strategic Plan

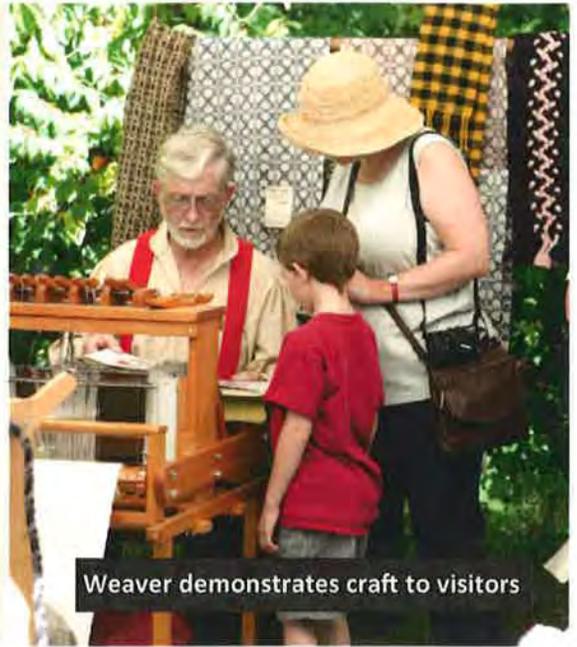
Compliance Statement

Authorizing Official's First and Last Name	Mike Matthes
Authorizing Official's Title	City Manager
Submitting Person's First and Last Name	Cassie Dins
Submitting Person's Title	Recreation Specialist
	Yes

H. Application Attachments

Line Number	CASH EXPENSES		Explanation
1	Personnel- Administrative	\$12,900.00	Paid time spent organizing and executing the event by full and part time Parks and Recreation staff persons
2	Personnel- Artistic	\$0.00	
3	Personnel- Tech/Production	\$0.00	
4	Outside Artistic Fees & Services	\$29,475.00	Payment for musicians, traditional artisans, dancers and technical sound support
5	Outside Other Fees and Services	\$400.00	Security detail overnight
6	Space Rental	\$0.00	
7	Travel	\$0.00	
8	Marketing (CASH ONLY- no in kind)	\$3,308.00	advertising and printing Newspaper promos, radio announcements, ads in craft show publications
9	Remaining Operating Expenses	\$3,436.00	Vendor licenses, food and beverage for staff and volunteers, chair and port-a-pot rentals, supplies for children's crafts, ice
10	Capital Expenditures-Acquisitions	\$0.00	
11	Capital Expenditures-Other	\$0.00	
	Total	\$49,519.00	
	CASH INCOME		
1	Admissions	\$0.00	
2	Contracted Services Revenue	\$0.00	
3	Corporate Support (CASH ONLY- no in kind)	\$0.00	
4	Foundation Support	\$0.00	
5	Other Private Support	\$0.00	
6	Government Support - Federal	\$0.00	
7	Government Support - State/Regional	\$0.00	
8	Government Support - LOCAL	\$7,500.00	Convention and Visitor's Bureau funding
9	Other	\$9,500.00	Craft, business, and concession booth fees. Ice sales
10	Applicant Cash (used for this request)	\$12,519.00	Parks and Recreation funds
11	MAC (50% total expenses 30k limit)	\$20,000.00	
	Total	\$49,519.00	

Heritage Festival & Craft Show



Weaver demonstrates craft to visitors



Haskell Indian Nations Dancer leads children onto the stage



Tribute to Frances Scott Key



Visitor looks on as an artisan demonstrates



Spike Bones entertains a group of children



Haskell Indian Nations Dancer in full regalia



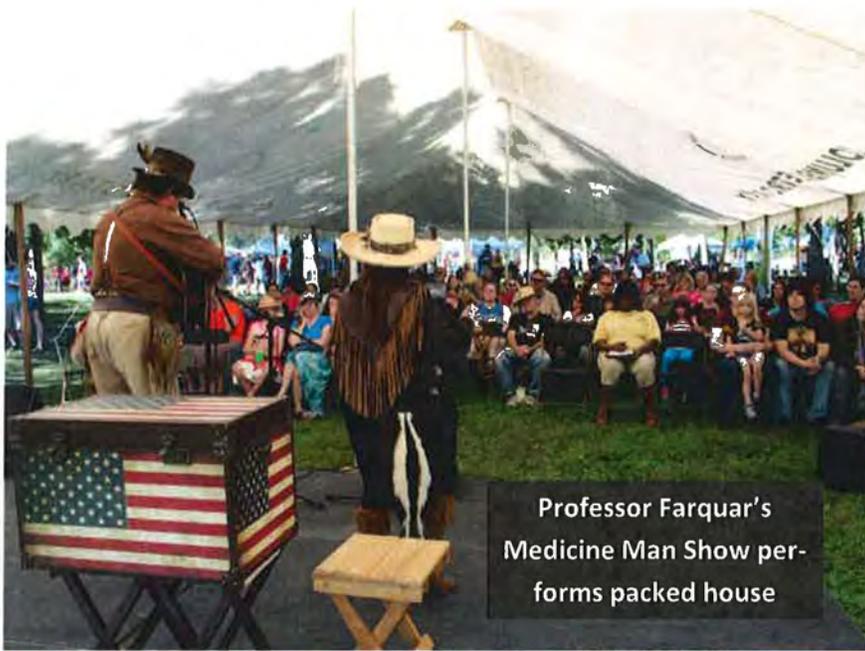
Woodworker demonstrates his craft



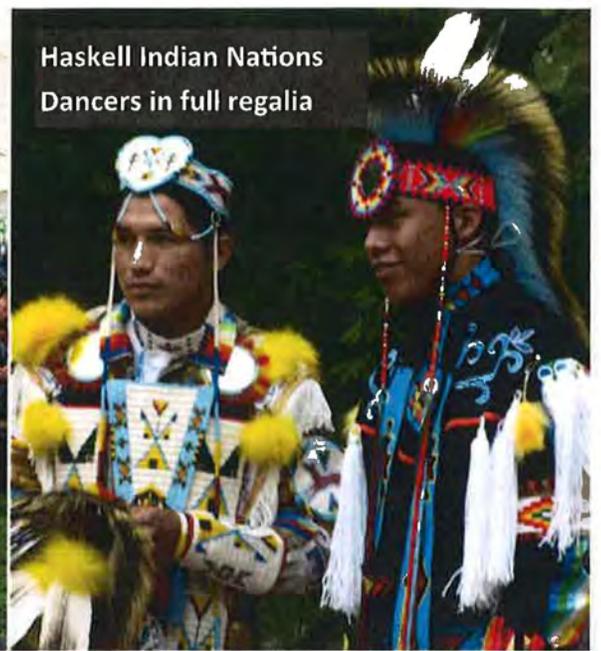
Rhineland Wursthjagers traditional German Dancing and Attire



Young members of the "Hometown Cloggers" perform



Professor Farquar's
Medicine Man Show per-
forms packed house



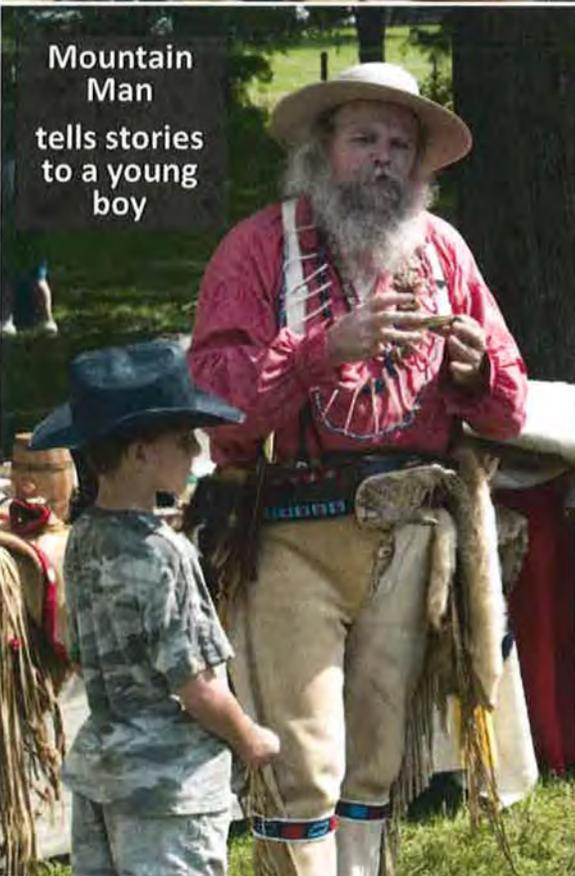
Haskell Indian Nations
Dancers in full regalia



Flute Maker and Player
shows his handiware



Traditional German
Accordion



Mountain
Man
tells stories
to a young
boy



Local band Ironweed
Bluegrass Band takes the stage

37th Annual HERITAGE FESTIVAL & CRAFT SHOW

September 20 & 21, 2014 ♦ 10 a.m. - 5 p.m. ♦ Nifong Park

Stage Schedule

Saturday, September 20

Boonslick Stage

- 11:15 -11:45 200th Anniversary - Music of Francis Scott Key
- 12:00 -12:45 Paul Fotsch - Folk
- 1:00 - 2:45 The Boomchux – String Band / Old Time Western / Swing Revival
- 3:00- 4:45 Johnny Kendrick and the Branchy Boys – Western / Bluegrass

Maplewood Barn Stage

- 11:30-12:15 Midwest Country Connection Dance Club
- 12:30-1:45 Haskell Indian Nations Dancers
- 2:00 - 2:45 Missouri Crossroads – Bluegrass Band
- 3:00 - 3:45 Hometown Cloggers – Dance Performance
- 4:00 – 5:00 Missouri Crossroads– Bluegrass Band
- 8:00 - 9:30 Ghost Stories presented by the Mid-Missouri Organization of Storytelling

Maplewood Home North Stage

- 1:00 General Black Jack Pershing, Storytelling, *The Horrors of the Meuse Argonne-World War One.*
- 2:00 Francis Scott Key - Storytelling and Music

Sunday, September 21

Boonslick Stage

- 11:00-11:45 Professor Farquar - Medicine Man Show
- 12:00 – 12:45 David Para and Cathy Barton - Folk
- 1:00 - 1:45 Boone Howlers – Americana/Bluegrass/Rockabilly
- 2:00 – 2:45 Professor Farquar - Medicine Man Show
- 2:50-3:00 226th Anniversary signing of Constitution – Columbia DAR
- 3:00-3:45 Helen Russell & Company – Classic Country
- 4:00-5:00 Community Band

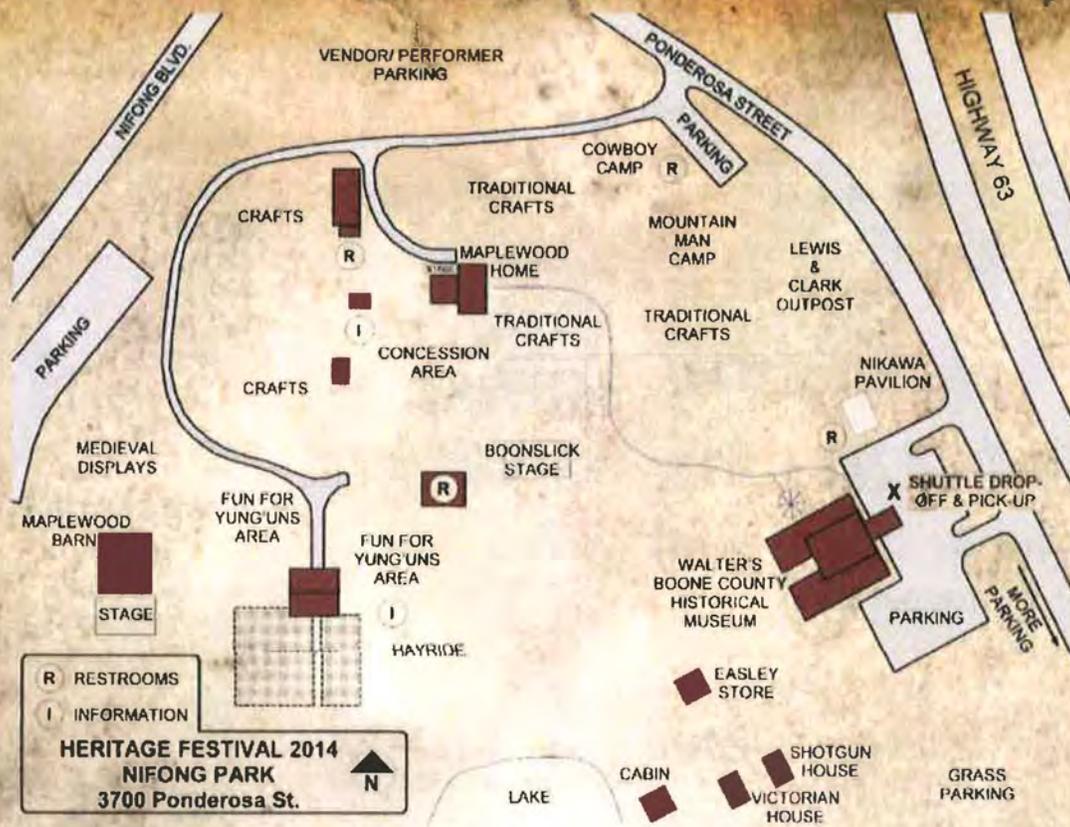
Maplewood Barn Stage

- 12:30-1:45 Haskell Indian Nations Dancers
- 2:00 - 2:45 Ironweed Bluegrass Band
- 3:00 - 3:45 Swampweed Cajun Band
- 4:00 – 5:00 Ehren & Rhineland Wurstaegers – German music and dance

Maplewood Home North Stage

- 1:00 General Black Jack Pershing, Storytelling, *The Horrors of the Meuse Argonne-World War One.*
Throughout the weekend - Fiddling and more!





Boone County Historical Society Welcomes You! Visit The Village at Boone Junction and the historic Maplewood House, built in 1877. Tour the 12,000 square foot Walters-Boone Museum and art gallery (\$3.00 admission).

HISTORIC PERFORMERS:

Spike Bones, a 19th century minstrel, will perform by the hayride area.

Pablo Baum, a storyteller, will present "The Burning of Island Mound" located in front of Maplewood Home.

Society for Creative Anachronisms, Medieval historically accurate reenactment. Knights in Armour, displays and Medieval crafts. Located north of Maplewood Barn.

1859 TOWN: A replica of a 19th century village, created with canvas tents, with living history interpreters who recreate early occupations.

PROSPECTOR'S CAMP: There's GOLD in them there hills! Kid's can pan for "gold", see gold rush artifacts and a newspaper article about gold mined in Missouri in 1878.

MOUNTAIN MAN CAMP: Original techniques and skills, herbal & folk medicine.

COWBOY'S LIFE: Chuckwagon, a western tack display and campfire cooking demonstration.

TRADITIONAL ARTISANS AND TRADESMEN: In the front yard of the Maplewood Home, you will find artisans who recreate arts and trades of long ago. The "lost arts" are the traditional way of making household items, arts and crafts. These handmade, high-quality items are one-of-a-kind.

LEWIS & CLARK EXPLORATION OUTPOST: A camp with tents and tepees typical of an original outpost. See historical displays about Lewis and Clark's journey through Missouri and across the country. Nifong Park is a Lewis & Clark National Historic Trail Site.

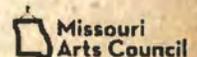
HANDMADE ARTS & CRAFTS: Shop at the many handmade craft booths throughout the festival. Find a special gift or something for yourself!

FUN FOR YOUNG'UNS: Paper pumpkins and mushrooms (sponsored by Columbia Daily Tribune), Rope making, button buzzies, stamped bookmarks, candy in the haystack, stilts, face painting, milk the "cow", hayrides and candle dipping.

Coordinated by:



Thanks to our generous sponsors:



Financial assistance for this project has been provided by the Missouri Arts Council, a State Agency. Thanks also to: Boone County Historical Society, Metro Rotary Club, Mid-Missouri Organization of Storytellers, Missouri River Communities Network, Columbia Office of Neighborhood Services, Columbia Fire Department and the volunteers who make this festival possible.

LEISURE

www.GoColumbiaMo.com



YOUR GUIDE TO COLUMBIA'S RECREATIONAL OPPORTUNITIES

Times

37TH ANNUAL HERITAGE FESTIVAL & CRAFT SHOW

WEDNESDAY & THURSDAY, SEPTEMBER 24 & 25 - 10 AM - 5 PM, NIPONG PARK

FREE FAMILY EVENT! ENTERTAINMENT ON
TWO STAGES: HASKELL INDIAN NATIONS
DANCERS, BLUEGRASS, FOLK, TRADITIONAL,
CAJUN, & GERMAN MUSIC.

- Lewis & Clark Outpost
- Prospector Camp
- Cowboys with Chuckwagons
- Traditional Tradesmen & Artisans
Demonstrating "Lost Arts"
- Fun for Young'uns Area
- Handmade Crafts for Sale
- Hayrides
- Dancing
- Ghost Stories Saturday Night
8-9:30pm
- Museum, Village & Historic Home
Tours
- Great Food!

Call 573-874-7460 for more information
or visit www.GoColumbiaMo.com

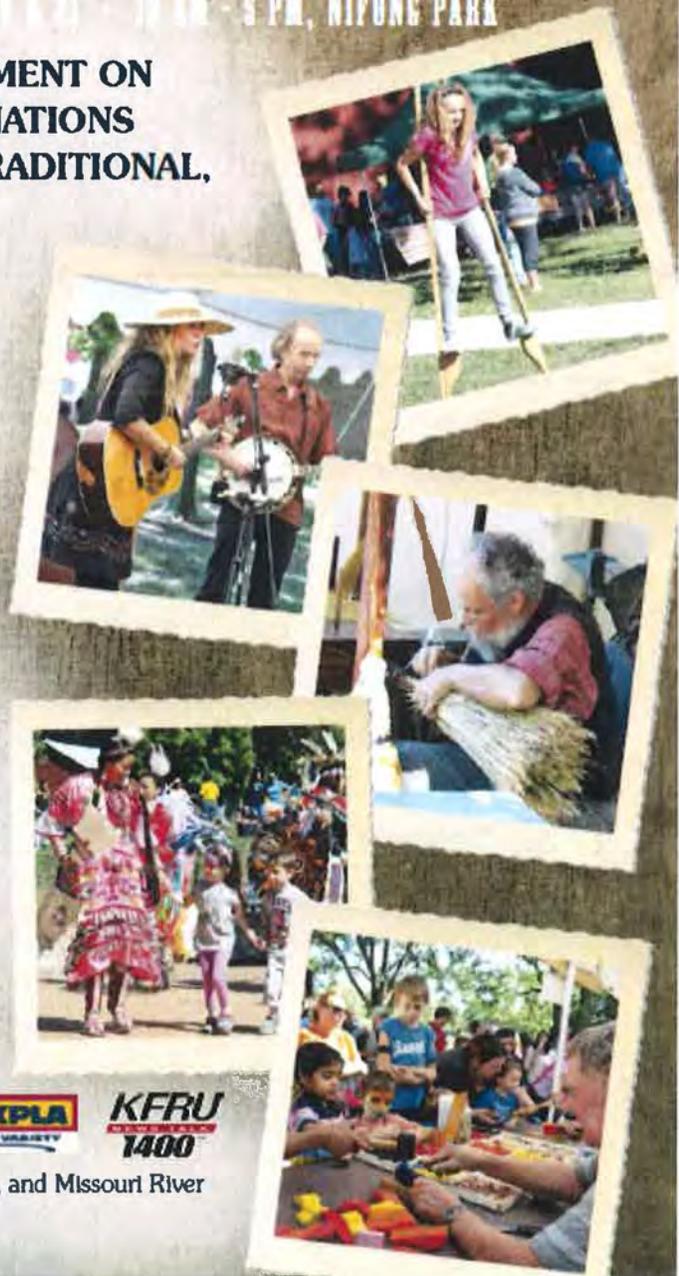
The Heritage Festival is coordinated by:



Sponsored by:



A special thank you to the Boone Co. Historical Society, and Missouri River
Community Network.



Home / Local News

Lindsey Berning, Reporter

POSTED: 08:44 PM CDT Sep 20, 2014

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A A A



COLUMBIA, Mo. - Columbia Parks and Recreation is hosting the Heritage Festival and Craft Show September 20-21.

RELATED CONTENT

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The event is free at Nifong Park with more than 100 different booths and vendors.

This is the 37th year of the festival. Parks and Rec said there was a huge turnout Saturday, even with the home football game.

The festival has live entertainment all weekend. It also has several re-enactors, artisans and tradesmen dressed in 19th century costumes. And there are plenty of activities for kids including hayrides, panning for gold and face painting.

Karen Chandler, the superintendent of Columbia Parks and Recreation, said the festival takes a long time to put together.

Karen Chandler, Columbia Parks and Recreation: "We work on these events about a year. We do lots of different events throughout the year, but this one and the Fourth of July are our big ones."

The Boone County Historical Society is also welcoming visitors at the park in the historic Maplewood House from the late 1800s and Boone Junction. The Walters-Boone Museum is open for tours as well.

To see the full entertainment lineup, visit www.gocolumbiamo.com.

Missouri man connects to the past with wooden Native American flutes

Saturday, September 20, 2014 | 7:18 p.m. CDT; updated 5:29 p.m. CDT. Sunday, September 21, 2014



Jay Hickman plays one of his handmade flutes at the 37th Annual Heritage Festival & Craft Show on Saturday. | LILL SAMS
 Jay Hickman plays one of his handmade flutes at the 37th Annual Heritage Festival & Craft Show on Saturday. "The making of it, that is the easy part. Making the music is the hard part," Hickman said. Hickman has been wood carving since he was 9 years old. | LILL SAMS

BY KAITLYNN MARTIN

COLUMBIA Missourian—

Even with pain in his legs strong enough to require surgery, Jay Hickman was pushing through a long hike several years ago in the Garden of the Gods, a geological wonder in Colorado Springs, Colo.

Afterward, looking for a place to rest, Hickman heard music. Searching for the source, he found a man, dressed in full Native American dress, playing a wooden flute.

"It felt like every ancestor or all the history went through me at that split second,"

He left briefly to find his family. When he returned, the man was gone, but the wooden flutes remained. He took the time to examine one of the instruments and the fingering holes carved into the top.

"I decided to go home and make one," Hickman said. "I made myself a promise that I wasn't going to go to sleep until I did."

Two days of nonstop work later, he had made his first wooden Native American flute.

More than eight years and 60 wooden flutes later, Hickman's interest in Native American history and traditions continues to grow. This weekend he is sharing it during Columbia's annual [Heritage Festival and Craft Show](#) in Nifong Park.

"I did everything completely backward," he said. "I learned how to make the flutes, I learned how to play them, and then I learned the history."

History and tradition

The history of the Native American flute is strongly connected to myths and legends that have been passed down orally through generations. The [oldest physical evidence of a wooden Native American flute](#) was discovered in 1823 by Italian explorer Giacomo Costantino Beltrami in present-day Minnesota. Unlike the familiar concert flute, a wooden flute is held in front, like a clarinet. These flutes are keyless, and air is blown into the top, not the side, of the body. Different notes are played by covering and uncovering the holes. Commonly tuned to a minor pentatonic scale, the tone is reedy and mournful. The

flute player can use a vibrato effect to vary the speed and pitch and add expression to the music.

[Hickman makes six-hole flutes based on the ones used by Northern Plains Native Americans.](#) Even though he has a drill press and other tools, he likes to build them by hand. "I sit in front of a campfire and hand-carve my flutes," he said. "This is something I want to keep as true to the heritage as much as possible."

The process takes three weeks, starting with a section of soft wood, such as cedar, sycamore or pine. With a piece of flint, Hickman splits the wood in half and then scrapes out a small channel.

Next, hot coals are arranged in the channel to slowly burn a deeper chamber. To find the placement of the holes in the top half of the instrument, Hickman said he uses his hands and thumbs as measuring tools.

"I use Elmer's waterproof glue to glue the two halves together," Hickman said. "Native Americans would have used pine tar, but the glue helps the flute last longer."

Making the flute is the easy part, he said. The challenge is tuning the instrument using a small, wooden square called a "bird" or "block."

The bird sits on a channel, sometimes called "the nest," near the mouthpiece. Inside are two chambers, and the air blown through the flute can travel between them via the channel on top, creating the distinctive sound.

"There are equations and scientific ways to get it perfectly precise," Hickman said of tuning a flute. "I have no desire to do it that way at all. To me, it's to find the personality of the wood."

The spirit of music

The Heritage Festival is one of Hickman's favorite events each year. On the first day, he sets up a cedarwood-framed lean-to where he lives during the weekend. Tables covered with Navajo blankets display the various stages of his flutes, from a basic piece of wood to the finished product.

On Saturday, children, parents and others gathered around Hickman's area at the festival, asking questions about a dozen flutes lined up on the tables.

Hickman answered each one, either through demonstration or by allowing a visitor to hold one of his flutes.

If the crowd grew thin, Hickman would pick up a flute and play one of his own compositions, "Spirit In Two Worlds." The music would travel to nearby booths, drawing in more visitors, and the educational cycle would start again.

Although sheet music is available, Hickman said he creates his own. He says flute playing allows him to communicate his feelings in ways talking can't.

"I believe that when you play the flute, you're telling a story," he said. "And the person listening is adding their story to yours. That's my goal every time I play."

Learning from the past

Hickman grew up in rural Yucatan, Mo., in Callaway County, where he picked up wood carving at age 9. Both his grandfather and his father farmed land that has been in the family for more than a century.

Curiosity about the past runs deep in the family, he said. His great uncle on his father's side, Earl Hickman, was dedicated to the family's Cherokee heritage.

"My parents were very curious about our heritage, archaeology, anything you could imagine," Hickman said. "So when I was growing up we weren't ever still. We were either working or exploring."

Hickman, who now lives in Fulton, continues to explore and learn as much as he can about Native Americans, and is motivated to share what he learns with others.

A month ago, he joined an organization called the American Indian Movement. Its purpose is to help those living on reservations and to eliminate Native American stereotypes by educating the public.

"There is no way I can, in 20 lifetimes, learn everything," Hickman said. "It's something I really like to pass on during the Heritage Festival and through playing my music."

The Heritage Festival continues from 10 a.m. to 5 p.m. Sunday at Nifong Park, 2900 E. Nifong Blvd. Hickman said of the encounter. "It was probably the most spiritual moment of my life."

Traditions come alive at 37th Heritage Festival

Saturday, September 20, 2014 | 9:36 p.m. CDT



Corrine Williams works on an oil painting she just started at the 37th Annual Heritage Festival and Craft Show on Saturday. Williams has been a vendor at the heritage festival since her kids were in school. | [Lili Sang](#)

At the 37th Annual Heritage Festival & Craft Show on Saturday, visitors could walk through Historic Nifong Park and interact with costumed characters, scope out Lewis and Clark's outpost and enjoy live performances. The event is free and open to the public. Visitors can still attend this event from 10 a.m. to 5 p.m. Sunday. | [LILI SANG](#)

BY [ZHOU HANG](#)

COLUMBIA — The sound of hammering iron from the nearby blacksmith rang loudly in Kenneth Araiza's ears, but he didn't budge. Sitting cross-legged in the grass, he pulled a single strand of porcupine hair from a tangled pile and bit onto it, holding it apart from the rest as he began to weave it into a headdress.

Araiza, 23, sat there crafting a traditional Native American headdress for more than four hours. He didn't mind — it normally takes six, he said.

Araiza, 23, sat there crafting a traditional Native American headdress for more than four hours. He didn't mind — it normally takes six, he said.

More Story

Related Articles

[At Heritage Festival, antiques and arts take center stage](#)

[Missouri man connects to the past with wooden Native American flutes](#)

[Heritage festival showcases costumed characters, live performances](#)

Judy Colema and her 7-year-old grandson Kyle passed by, and Araiza's work caught his eye.

"Go ask him," Colema said, nudging her grandson toward him. He took a few sheepish steps and asked: "What is this?" Araiza smiled and told him.

Many people asked him that question. Even though it interrupted his work, he answered with patience after removing the strand from his mouth. Sometimes he would invite the kids to

touch the furs.

"It is interesting to me to recreate something my ancestors used to do," Araiza said.

The 37th Annual Heritage Festival & Craft Show started Saturday in Nifong Park, and it will continue from 10 a.m. to 5 p.m. Sunday. Like Araiza, many artisans took this festival as a chance to showcase their traditional works.

Jerry Darnell belongs to the Mid-Missouri Woodcarvers group, whose booth fee was paid by the city's Commission on Cultural Affairs.

He spread about a dozen pieces on a table — smiling faces carved into golf balls, a foot-tall cowboy, a thumb-sized boot — and began carving another figure. Several passersby tried haggling with him, but he stayed firm: none of it was for sale. "We are just here because we enjoy doing it. We like to talk to people," Darnell said.

Next to the craft area was a stage where musicians played folk and bluegrass music.

It was Deanna Bell's third year attending the festival, and it was the second time she brought her young daughter. They took in the performances from the grass a little distance from the stage. She said it would be easier to enjoy the festival when her daughter outgrows her stroller.

Renee Kientz, who has lived in town 25 years, said her favorite part of the day was watching the Native Americans dance in their traditional garb. She said it was a fine day to remember the area's history.

"It is just a fun time to get together with the community," Kientz said.

By **RUDI KELLER**

Sunday, September 21, 2014 at 12:00 am

In the predawn hours of Sept. 14, 1814, Georgetown, Md., attorney Francis Scott Key was one of three Americans being held on a British warship in Chesapeake Bay during a naval bombardment of Fort McHenry intended to soften U.S. defenses prior to an assault on Baltimore.

Key was ambivalent about the War of 1812. Like many Americans, he had opposed it. Baltimore, where the war had been popular, was in some ways deserving of the punishment intended by the British, he would write later.

"I thought we deserved to lose the battle of Baltimore but a merciful God would not permit it," Key impersonator Ruben Bolton said Saturday during his performance at the 37th annual Boone County Heritage Festival.

Bolton, of Millersburg, has been bringing Key to life for three years to expand the public's appreciation of the author of "The Star Spangled Banner," a poem that was popular immediately after it appeared Sept. 20, 1814 as "The Defense of Fort McHenry." With the help of 10 other musicians, he has created an album setting Key's other poetry, religious and secular, to music.

"I share his faith and like the way he writes about it," said Bolton, an engineer for Watlow Electric Manufacturing Co. "He also shows his sense of humor."

The festival at Nifong Park offers a mixture of local, national and international history. Along with Key and a variety of musical performances, visitors Saturday were treated to American Indian dancing from the Haskell Indian Nations University; learned about early frontier life in a replica 1859 village; and watched medieval fighting presented by Shire of Standing Stones members of the Society for Creative Anachronism.

The festival continues at 10 a.m. Sunday. Exhibitors and vendors will be on hand for a second day, with another performance by the Haskell dancers, a medicine man show and a commemoration of the 226th anniversary of the signing of the Constitution.

Ezekiel the Slightly Demented — Scott Snyder in real life — said the medieval era fits in the theme of the festival, although it ended hundreds of years before Boone County was established. "It is just going back a little further in our heritage," he said.

Children can learn about games that do not require electronics and farm chores that require muscle.

Heritage Festival brings history to life in Nifong Park



[Daniel Brown/Tribune](#) [Buy this photo](#)
Ruben Bolton recites "The Star Spangled Banner" while portraying Francis Scott Key for the 200th anniversary of the writing of the national anthem Saturday at the 37th annual Heritage Festival at Nifong Park.

Dakota Pollard, 11, from Loose Creek, decided he wanted stilts of his own after mastering the art of walking on them, said his mother, Lesa Pollard. He decided he did not like milking a cow after trying that task on a wooden replica equipped with rubber udders.

"Nothing came out," he said.

Like the medieval warriors, mountain men did not call Boone County home. From the 1820s to the 1840s, Rick Parks said, they roamed the Rocky Mountains hunting and trapping, a life he said resembles the one he knew growing up.

"My dad and I built, set and worked traps," Parks said.

Every weekend through the summer, Parks travels to exhibit the tools, clothes and lifestyle of the mountain men. He recently has been invited to join a Cherokee warrior society, he said. Mountain men learned many of their survival skills from American Indians, he said.

"I want to share what they taught us and how we took it away from them," he said. "Instead of learning more, we took it away from them."

Heritage Festival Marketing Plan

This marketing plan is structured to attract visitors from inside and outside the market. We begin posting the festival on numerous websites in January, and throughout the year we advertise in magazines, newspapers, newsletters, and social media. These ads direct people to the website for more information. Media sponsors are secured early and they begin promoting the event in the summer. As the event draws near, rack cards and posters are distributed to all vendors throughout the state and adjoining states, and throughout Columbia to an abundance of companies and organizations, while radio interviews are also conducted to promote the event.

Media Coverage

- Radio - KPLA & KFRU radio sponsors - local and out of market promotion. KPLA's market reach 54,700 with a 90 mile radius. For their sponsorship they provide live promotions/interviews, 30 second promos, and front page placement on their websites.
- Columbia Daily Tribune - Donates advertising space for promotion of festival
- Missouri Life Magazine has joined as a sponsor in 2015. They will include the event on their calendar, the Missouri Life August/September issue will feature a full page Heritage Festival advertisement, and they have expressed interest in a feature story as well. Circulation: 106,000.
- Articles and stories featuring the Heritage Festival were in the Tribune, Missourian, TV Ch 13, 8 and 17.

Out of Market Promotion and Advertising

The Heritage Festival has been listed in Midwest Living magazine (3 million readers), indicating an interest in this event throughout the region and success in promotion beyond our immediate market. The out of market advertisement plan includes:

- Ads, classified and calendar listings that have been placed in Rural Missouri (480,000 readers), and ads in Discover Mid-America (reaching 100,000 people in 8 states).
- The City of Columbia Convention and Visitors Bureau web site
- Performers and vendors receive promotional material for the festival in their information packs. They use this material to promote the festival at the many events they attend throughout the country, as well as on their web pages prior to Heritage Festival.
- WhoFish listing; this site lists festivals and events to their subscribers (2,000,000 subscribers, all 50 states)
- Paid "Facebook Bumps" very frequently (essentially putting the festival post at the top of the news page each time) for the Heritage Festival and Craft Show Event page.
- The Heritage Festival and Craft Show is listed on the Missouri Division of Tourism's web site. On-line calendars for craft shows and festivals are constantly sought to list the festival. A list is included to show where the festival is posted.
- The festival, held in Nifong Park, is on the site of historic Lewis & Clark Trail. The National Park Service has designated the Walters-Boone County Historical Museum as a Lewis & Clark National Historic Trail Site. The historic aspects of the event along with the history of the site attracts travel writers.
- A press release is sent to the calendar editors for listings across the state and to all media to include newspapers, television and radio.

Other Marketing Strategies

- City of Columbia web site streaming notification on main city page and web page for Heritage Festival in Parks and Recreation section of web site.
- Parks and Recreation Department monthly E-newsletter - Over 16,000 families
- Three news releases sent out prior to the festival.
- Facebook posts made to over 3,150 followers
- Twitter posts made to over 2,150 followers
- Columbia Tribune ads totaling \$3,000 in value
- Printing and distribution of 1000 rack cards, 1000 programs and 200 posters
- Full color, back cover of Leisure Times activity guide that is mailed to 42,000 Columbia residents and is available on-line.
- Placement in two e-newsletters to 16,000 Parks and Recreation users
- Placement in City Source newsletter to 45,000 Columbia utility customers
- Placement in City Insider newsletter to all City of Columbia employees (1,400 people)
- Placement in two school flyers that are distributed to 12,000 elementary school students

Biographical Summary of Administrative Decision Makers and Key Management People

Karen L. Chandler

1993 to Present, Superintendent of Recreation & Community Programs, City of Columbia Parks & Recreation, University of Missouri, B.S. in Parks, Recreation & Tourism Administration

Karen has assisted with the Heritage Festival for over 20 years beginning as the children's area coordinator, as the public information officer and for the past 12 years, directed the festival. She manages and coordinates the budget, logistics, operations and fund raising. She has coordinated hundreds of events over the last 25 years to include the Missouri Town Festival (attendance 25,000), the Heritage Festival (attendance 15,000), the city 4th of July-Fire in the Sky (25,000) and many historic and city-wide events. She is the author of *Hands On! Children's Activities for Fairs, Festivals and Special Events* (Venture Publishing); and is a speaker for conferences on event planning. An adjunct instructor for the University of Missouri - Columbia, teaching special events and marketing. A member of the the Missouri Parks and Recreation Association and the National Recreation and Park Association. She has a certificate for completion of Special Events Management training.

Cassie Dins

2013 to Present, Recreation Specialist (Special Events and Facility Management), City of Columbia Parks & Recreation, University of Missouri, B.S. in Parks, Recreation & Tourism, Minors in Business and Geology

Overseen by Recreation Superintendent Karen Chandler. She organizes city-wide special events including monthly summer series including Family Fun Fests, Amphitheater Concert Series, and Movies in the Park as well as annual events Tons of Trucks, Shred Fest, Flashlight Egg Hunt, 4th of July, Heritage Festival and Columbia Eve Fest. Prior to joining Columbia Parks and Recreation, Cassie interned with the National Parks Service at Mount Rushmore National Memorial and spent time working for Parks and Recreation Departments in Independence and Jefferson City Missouri and at Camp Y-Koda Outdoor Skills and Education in Wisconsin.

Tammy Miller

Public Information Specialist, Columbia Parks and Recreation

Education: Lindenwood University, Bachelor of Arts degree in Mass Communication (emphasis: Journalism) Tammy has overseen and assisted with the department's promotions and marketing efforts for the past 10 years, including the annual Heritage Festival and Craft Show. She coordinates print and electronic promotion for the festival, such as press releases, newsletters, flyers, print advertising, web site and social media. These promotional efforts also apply to other city-wide events, such as Fire in the Sky, Family Fun Fests and Movies in the Park. Before working for Parks and Recreation, Tammy was Communications Specialist for the Missouri Department of Economic Development, assisting in statewide media relations and communications efforts. She has also worked in marketing/communications positions for Whittaker Homes and Innsbrook Resort in the St. Louis area.

Mark Kotwitz

2008 to Present, Park Supervisor of Grounds & Facilities, City of Columbia Parks & Recreation, University of Missouri, B.S. in Forestry Management with a Specialization in Urban Forestry.

A member of the National Parks and Recreation Association along with Missouri Parks and Recreation Association. He is a Certified Parks & Recreation Leisure Professional, Certified Playground Safety Inspector, and a Certified Aquatic Facility Operator with 20+ years of experience in the field. He is currently in charge of planning, budgeting, monitoring, and evaluating the care and maintenance of City-owned parks and recreation facilities/grounds.

Jennifer Meeks and Jill Overton

Jennifer and Jill have both been assisting Parks and Recreation full time staff with the organization of Heritage Festival for years. As our administrative staff, they have experience and skill in taking payments, organizing vendors and performers, and communicating important information with all event participants on Karen's behalf.

Others

In addition to the key staff listed above, many other City of Columbia Staff support the Festival in their own ways. From the Parks & Recreation department Park Maintenance prepares the park for the Festival, Park Planners develop our maps and layout, Park Rangers patrol and develop plans for a safe event, and Recreation Services employees work one or both days of the event in various capacities. In addition to Parks and Recreation staff, a variety of City departments contribute their time and services to the event. Police patrol for safety, the Fire Department staff provides first aid and safety, and Public Works provides Recycling management and waste removal.

FY 2014 Parks & Recreation Department

OPERATING INCOME (BUDGET/APPROPRIATIONS)		
General Fund	\$	5,824,897
Minus Capital	\$	(410,339)
Recreation Services	\$	7,700,625
Minus Capital	\$	(96,400)
Minus Other	\$	(764,640)
	\$	12,254,143
OPERATING EXPENSES		
General Fund	\$	5,557,025
Minus Capital	\$	(404,536)
Recreation Services	\$	7,252,635
Minus Capital	\$	(95,865)
Minus Other	\$	(724,557)
	\$	11,584,702

FY 2014 Classes and Event (5575)

Operating Income	\$	235,488
Operating Expenses	\$	199,502

Data Source: FY 2014 EOY Budget Reports

Line Number	CASH EXPENSES		Explanation
			Paid time spent organizing and executing the event by full and part time Parks and Recreation staff persons
1	Personnel- Administrative	\$12,900.00	
2	Personnel- Artistic	\$0.00	
3	Personnel- Tech/Production	\$0.00	
			Payment for musicians, traditional artisans, dancers and technical sound support
4	Outside Artistic Fees & Services	\$9,475.00	
5	Outside Other Fees and Services	\$400.00	Security detail overnight
6	Space Rental	\$0.00	
7	Travel	\$0.00	
			advertising and printing Newspaper promos, radio announcements, ads in craft show publications
8	Marketing (CASH ONLY- no in kind)	\$3,308.00	
			Vendor licenses, food and beverage for staff and volunteers, chair and port-a-pot rentals, supplies for children's crafts, ice
9	Remaining Operating Expenses	\$3,319.00	
10	Capital Expenditures-Acquisitions	\$0.00	
11	Capital Expenditures-Other	\$0.00	
Total			
		\$29,402.00	
	CASH INCOME		
1	Admissions	\$0.00	
2	Contracted Services Revenue	\$0.00	
3	Corporate Support (CASH ONLY- no in kind)	\$0.00	
4	Foundation Support	\$0.00	
5	Other Private Support	\$0.00	
6	Government Support - Federal	\$0.00	
7	Government Support - State/Regional	\$0.00	
8	Government Support - LOCAL	\$7,000.00	Convention and Visitor's Bureau funding
			Craft, business, and concession booth fees. Ice sales
9	Other	\$8,894.00	
10	Applicant Cash (used for this request)	\$12,214.00	Parks and Recreation funds
11	MAC	\$1,294.00	MAC Monthly Strategic Grant
Total			
		\$29,402.00	



***Columbia Parks
& Recreation
Department***



**Strategic Plan
2012-2015**

Mission

“The Department of Parks & Recreation is committed to improving our community’s health, stability, beauty, and quality of life by providing outstanding parks, trails, recreational facilities, and leisure opportunities for all Columbia citizens.”

Vision

Creating Community through People, Parks, and Programs

Core Values

- **Customer service:** We exist to provide the best possible service to all customers.
- **Communication:** We listen to our customers and respond with clear, compassionate, and timely communication.
- **Continuous improvement:** We value continuous improvement through planning, learning, and innovative practices.
- **Integrity:** We expect our employees to be ethical, honest and responsible. Our customers deserve nothing less.
- **Teamwork:** We achieve results through valuing diversity and partnerships within our own organization and the community. Each person’s contribution is critical to our progress.
- **Stewardship:** We develop and empower our employees to serve the community to the best of their ability. We are responsible with the resources the community entrusts to us.

Core Competencies

1. Supporting quality of life through parks and recreation facilities and programs.
2. Steward Columbia’s parks, open spaces and natural areas for sustainability.
3. Supporting consensus building on planning and programming services.
4. Creating a climate that supports innovation among staff and patrons.

Moving Forward: Our Strategic Priorities

MAINTAIN PARKS & RECREATION LAND AND FACILITIES

Efficiently maintain parks and facilities for public safety, attractiveness and environmental stewardship including the protection of cultural and natural systems.

DIVERSE, HIGH QUALITY, SAFE AND ACCESSIBLE RECREATION OPPORTUNITIES

Provide quality recreation services and well managed facilities that are financially sustainable, provide excellent customer service, and meet the needs of our patrons.

PROVIDE EFFECTIVE PLANNING & FACILITY DEVELOPMENT TO ADDRESS THE EXISTING AND FUTURE PARKS, RECREATION AND FACILITY NEEDS

Provide park and facility planning, acquisition, and development to meet the needs and expectations of Columbia residents.

PROVIDE A CITYWIDE GREENBELT/TRAIL NETWORK WHICH LINKS PARKS, SCHOOLS, NEIGHBORHOODS, PLACES OF EMPLOYMENT, & SHOPPING AREAS

Create a trail system throughout the city that will provide opportunity for recreation as well as alternative modes of transportation.

IMPLEMENT SOUND AND SUSTAINABLE FINANCIAL PLANNING AND MANAGEMENT

. Plan for growth to insure adequate financial resources to meet increasing citizen demands for park and recreation services.

ENHANCE ORGANIZATIONAL COMMUNICATION AND CAPACITY

Create an environment that produces a high performing, qualified workforce dedicated to delivering excellent customer service and communicating with Columbia's citizens in a timely, clear manner.

Strategic Priority:

MAINTAIN PARKS & RECREATION LAND & FACILITIES

Strategic Goal:

Efficiently maintain parks and facilities for public safety, attractiveness and environmental stewardship including the protection of cultural and natural systems.

Strategic Objectives:

1. Maintain parks and facilities to enrich the recreational experience of patrons.
2. Ensure public safety at parks and facilities.
3. Be a leader in the provision of sustainable, environmentally-friendly parks, natural areas, trails and recreation facilities.

Department Initiatives:

- Reaffirm consistent maintenance standards for department's parks and facilities.
- Continue implementation of approved 2013 P&R Master Plan to replace, upgrade and maintain golf courses, athletic fields, shelters, playgrounds, landscape and similar critical assets.
- Identify and recommend levels of Parks & Recreation and/or Police Department staff necessary to increase presence and improve perceived and real levels of security.
- Identify and implement remedies to address safety concerns.
- Continue to implement "green management" designs and practices that support sustainability such as water consumption and energy use.
- Support programs that recognize Columbia's cultural heritage and historical sites.

Performance Measures:

- Citizen satisfaction with overall maintenance of parks, trails and facilities (department survey).
- Citizen perception of safety in parks by day and by night.
- Number of natural ecosystem improvements constructed and planted including number of trees, rain gardens, water detention areas, and public education signs and programs.

Strategic Priority:

DIVERSE, HIGH QUALITY, SAFE AND ACCESSIBLE RECREATION OPPORTUNITIES

Strategic Goal:

Provide safe, quality recreation services and well managed facilities that are financially sustainable, provide excellent customer service and meet the needs of our patrons.

Strategic Objectives:

1. Maintain core recreation services and programs.
2. Develop new recreation program (market based) offerings to meet the changing interest of the community and discontinue those that no longer meet community needs.
3. Develop recreation programs and services that will help address important community and societal issues.
4. Provide sustainable funding and responsible financial planning and management to support existing programs/services, as well future offerings.

Department Initiatives:

- Nurture and sustain community partnerships in the delivery of programs.
- Continue to use data collection that will assist in determining the need for and development of programs.
- Encourage health and fitness through lifelong recreation programs in partnership with community centers, schools, youth sports organizations, health/wellness agencies, and other parks and recreation service providers.
- Maximize current field space available for athletic activities.
- Identify opportunities to enhance outdoor recreation programs that focus on the interpretation and stewardship of parks, trails and natural areas.
- Address the recreation program and facility needs of low-income households and populations of diverse ethnic backgrounds.
- Continue to use the Pyramid Pricing Model to sort core program responsibilities from other programming opportunities, and to determine appropriate program recovery goals.

Performance Measures:

- Total number of recreation participations
- Citizen satisfaction with quality programs (city survey).
- Citizen rating of recreational opportunities (ICMA-new question)
- Revenue generated from fees and charges.

Strategic Priority:

PROVIDE EFFECTIVE PLANNING & FACILITY DEVELOPMENT TO ADDRESS EXISTING AND FUTURE PARK, RECREATION, AND FACILITY NEEDS

Strategic Goal:

Provide park and facility planning, acquisition, development and restoration of Columbia's natural ecosystem to meet the needs and expectations of citizens of Columbia.

Strategic Objectives:

1. Provide adequate and appropriate public lands, trails and facilities that are equitably distributed across the City to meet the needs of the residents.
2. Steward Columbia's parks and open spaces for long-term sustainability.
3. Increase restoration of Columbia's natural ecosystem.
4. Plan for adequate response to growth of the community for parks and recreation facilities and services.

Department Initiatives:

- Utilize the 2013 P&R Master Plan to develop annual capital improvement program.
- Develop a list of priority capital improvements for Council consideration for the 2015 Park Sales Tax ballot issue.
- Continue to work with Boone County on existing and future parks, trails and facilities development.
- Completion of the 2013 Parks, Recreation and Open Space Master Plan.
- Support conservation and preservation of land and historic resources
- Partner with the Greenbelt Land Trust and other local and state agencies to produce an open space/green infrastructure plan for Columbia/Boone County.

Performance Measures:

- Percent of use of parks, trails and facilities by citizens (department citizen survey).
- Citizen satisfaction of proximity of parks and green spaces (department citizen survey).
- Acres per 1,000 residents (ICMA comparative data)

Strategic Priority:

PROVIDE A CITYWIDE GREENBELT/TRAILS NETWORK WHICH LINKS PARKS, SCHOOLS, NEIGHBORHOODS, PLACES OF EMPLOYMENT, & RETAIL AREAS.

Strategic Goal:

Create a trail and greenbelt system throughout the city that will provide opportunity for recreation as well as alternative modes of transportation.

Strategic Objectives:

1. Expand and enhance opportunities for recreational trail experiences to promote exercise, health, wellness and provide opportunities for non-motorized transportation.
2. Connect existing neighborhoods and major destinations to the city's trail and greenbelt system.

Department Initiatives:

- Work with the City Planning Department regarding trail easements on future residential and commercial developments as identified in the trails master plan.
- Develop wayfinding signage to inform patrons as to the routes and locations of trails and parks in the City.
- Acquire and preserve channels and floodplain areas as public open space or natural areas and possible future trail corridors.
- Develop trails so patrons may access locations such as schools, places of employment, public spaces and retail destinations.
- Develop, market, and promote community outreach and education programs regarding the benefits of parks and trails.

Performance Measures:

- Percent of use of trails by citizens (department citizen survey).
- Citizen satisfaction of proximity of trails (department citizen survey).
- Total miles of trails per 1,000

Strategic Priority:

IMPLEMENT SOUND AND SUSTAINABLE FINANCIAL PLANNING AND MANAGEMENT

Strategic Goal:

Plan for growth to insure adequate financial resources to meet increasing citizen demands for park and recreation services.

Strategic Objectives:

1. Provide sustainable funding and responsible financial planning, and management to support the department's existing and future levels of service.
2. Renew the five year park sales tax program in 2015.
3. Expand efforts to pursue grants & partnerships in support of program and facilities.
4. Continue to utilize volunteers throughout the delivery of recreation programs, park maintenance and environmental improvements.

Department Initiatives:

- Utilize financial forecasting tools to prepare short/long term financial management plans.
- Initiate review of current cost recovery goals.
- Continue to pursue grants for capital projects, equipment and services.
- Complete Park Capital Improvement Projects included in the 2010 sales tax ballot issue
- Formally adopt and implement a sponsorship policy for the Parks and Recreation Department.
- Continue to provide volunteer opportunities.

Performance Measures:

- Quality of parks and recreation programs and facilities (department citizen survey)
- Dollar amount of grants received
- Annual revenue generated by the renewable 1/8-cent Park Sales Tax
- Volunteer hours

Strategic Priority:**ENHANCE ORGANIZATIONAL COMMUNICATION AND CAPACITY****Strategic Goal:**

Create an environment that produces a high performing, qualified workforce dedicated to delivering excellent customer service and communicating with Columbia's citizens in a timely, clear manner.

Strategic Objectives:

1. Cultivate a learning culture to improve employee job performance, capacity and learning skills.
2. Develop a comprehensive marketing plan that creates recognition and identification of the department as the primary community recreation provider and strengthens community understanding and appreciation of the benefits the department provides.
3. Expand community relations opportunities to inform and educate the community on park and recreation benefits, values and accessibility.
4. Incorporate technologies and resources to serve customers when, where and how it's convenient for them.
5. Continued support for the C.A.R.E. Program and the provision of an employment training program for at-risk youth.

Department Initiatives:

- Clearly identify appropriate channels for the public to obtain information and provide feedback, opinions, and perspectives.
- Encourage positive media coverage of park and recreation issues and stories.
- Train staff to strive for excellence in the performance of duties and their relationships with patrons.
- Develop a mobile application for smart phones.
- Increase opportunities for professional development and learning.
- Recruit and retain at-risk youth for summer CARE program.

Performance Measures:

- Number of site visits to parks and recreation website.
- Employee satisfaction results (new measurement)
- Percent of employees achieving 40 hr/year training goal
- Level of satisfaction with overall quality of customer service received (new question for next city survey)
- Success rate of summer CARE program

City of Columbia
2012 Parks & Recreation Department Strategic Planning

MAINTAIN PARKS & RECREATION LAND & FACILITIES

Strategic Goal: Efficiently maintain parks and facilities for public safety, attractiveness and environmental stewardship including the protection of cultural and natural systems.

Department Strategic Objectives	Department-Level Initiatives	Related City-Wide Initiatives (New/Existing)	Resources Required	Lead Person	Team Members
Maintain parks and facilities to enrich the recreational experience of patrons.	<ul style="list-style-type: none"> -Reaffirm consistent maintenance standards for department's parks and facilities. - Continue implementation of approved master plan to replace, upgrade and maintain golf courses, athletic fields, shelters, playgrounds, landscape and similar critical assets. -Support programs that recognize Columbia's cultural heritage and historical sites. 	Customer Focused Infrastructure	Continued allocation of staff and financial resources.	Gabe Huffington	Mark Kottwitz Brett O'Brien Travis March Paul Scolaro
Ensure public safety at parks and facilities	<ul style="list-style-type: none"> -Identify and recommend levels of Parks and Recreation and/or Police Department staff necessary to increase presence and improve perceived and real levels of security. -Identify and implement remedies to address safety concerns 	Customer Focused Health Safety and Well-Being	<ul style="list-style-type: none"> -Continued allocation of staff and financial resources. -Add'l staff 2-3 yrs -Columbia Police Department 	Mike Griggs	Gabe Huffington Erika Coffman Park Rangers CPD Officers

Be a leader in the provision of sustainable, environmentally-friendly parks, natural areas, trails and recreation facilities	Continue to implement “green management” designs & practices that support sustainability such as water consumption and energy use.	Growth Management	-Continued allocation of staff and financial resources. -GIS	Gabe Huffington	Mike Snyder Park Planners Paul Scolaro Brett O’Brien
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Performance Measures	Current Status	Short-Term Goals (FY '13)		Long-Term Goals (Yrs 2-3)	Status/Completion Date
Citizen satisfaction of parks	88%	90%		92%	Next city survey
Perceptions of safety in parks at day	87%	88%		90%	Next city survey
Perceptions of safety in parks at night	22%	25%		50%	Next city survey
¹ Raingardens/Storm water controls	10,026 sq ft	12,000 sq ft		15,000 sq ft	Gans/Philips development
² Trees planted	633	650		675	

¹Does not include the 2012 3M Urban ecological restoration project. This site captures storm water runoff from approximately 142 acres with an estimated capacity of 1,4000,000 cubic feet.

²Does not include 622 bare root seedlings.

City of Columbia
2012 Parks & Recreation Department Strategic Planning

DIVERSE, HIGH QUALITY, SAFE AND ACCESSIBLE RECREATION OPPORTUNITIES

Strategic Goal: Provide safe, quality recreation services and well managed facilities that are financially sustainable, provide excellent customer service and meet the needs of our patrons.

Department Strategic Objectives	Department-Level Initiatives	Related City-Wide Initiatives (New/Existing)	Resources Required	Lead Person	Team Members
Maintain core recreation services and programs.	-Nurture and sustain community partnerships in the delivery of services. -Maximize current field space available for athletic activities.	Customer Focused Health, Safety and Well-being	-Continued allocation of staff and financial resources. -Ability to adjust fees and charges to meet increasing costs of doing business.	Erika Coffman	Karen Chandler Rec Supervisors Rec Specialists Park Services Staff
Develop new recreation program (market based) offerings to meet the changing interests of the community and discontinue those that no longer meet community needs.	Continue to use data collection that will assist in determining the need for and development of programs.	Customer Focused Health, Safety and Well-being	Continued allocation of staff and financial resources.	Erika Coffman	Karen Chandler Rec Supervisors Rec Specialists

<p>Develop recreation programs and services that will help address important community and societal issues.</p>	<p>-Encourage health and wellness through lifelong recreation programs in partnership with community centers, schools, youth sports organizations, health/wellness agencies, as well as other Parks and Recreation services. -Address the recreation program and facility needs of low-income households and populations of diverse ethnic backgrounds. -Identify opportunities to enhance outdoor recreation programs that focus on interpretation and stewardship of parks, trails, and natural areas.</p>	<p>Customer Focused Growth Management Health, Safety and Well-being</p>	<p>Continued allocation of staff and financial resources.</p>	<p>Erika Coffman</p>	<p>Karen Chandler Rec Supervisors Rec Specialists</p>
<p>Provide sustainable funding and responsible financial planning and management to support existing programs /services, as well as future offerings.</p>	<p>Continue to use the Pyramid Pricing Model to sort core program responsibilities from other programming opportunities and to determine appropriate program recovery goals.</p>	<p>Customer Focused Financial Health</p>	<p>Continued allocation of staff and financial resources.</p>	<p>Erika Coffman</p>	<p>Gabe Huffington Becky Stidham Karen Chandler Rec Supervisors Park Supervisors Rec Specialists</p>

Performance Measures	Current Status	Short-Term Goals (FY '13)	Long-Term Goals (Yrs 2-3)	Status/ Completion Date
Total number of recreation participation	875,000	885,000	900,000	Program/Event Participation
Citizen satisfaction with quality programs (city survey)	88%	89%	90%	City Survey
Citizen rating of recreational opportunities (ICMA-new question)	Not previously measured			City Survey
Revenue generated from fees/charges	\$4,450,000	\$4,475,000	\$4,500,000	Financial Reports

City of Columbia
2012 Parks & Recreation Department Strategic Planning

**PROVIDE EFFECTIVE PLANNING & FACILITY DEVELOPMENT TO ADDRESS THE EXISTING AND FUTURE
PARKS, RECREATION AND FACILITY NEEDS**

**Strategic Goal: Provide park and facility planning, acquisition, and development to meet the needs and expectations of the citizens of
Columbia.**

Department Strategic Objectives	Department-Level Initiatives	Related City-Wide Initiatives (New/Existing)	Resources Required	Lead Person	Team Members
Provide adequate and appropriate public lands, trails and facilities that are equitably distributed across the city to meet the needs of the residents.	-Complete the 2013 P&R Master Plan. -Utilize the 2013 P&R Master Plan to develop annual capital improvement program.	Customer Focused Infrastructure Health, Safety and Well Being	Continued allocation of staff and financial resources	Mike Hood	Mike Griggs Gabe Huffington Erika Coffman Mike Snyder
Steward Columbia's parks and open spaces for long-term sustainability.	Develop a list of priority capital improvements for Council consideration for the 2015 Park Sales Tax Ballot Issue.	Infrastructure Growth Management	Continued allocation of staff and financial resources	Mike Hood	Mike Griggs Gabe Huffington Erika Coffman Mike Snyder
Increase restoration of Columbia's natural ecosystem.	-Support conservation & preservation of land & historic resources. --Partner with Greenbelt Land trust and other local and state agencies to produce an open space/green infrastructure plan for Columbia/Boone County.	Growth Management Health, Safety and Well-Being	-Continued allocation of staff and financial resources -Missouri Departments of Conservation and Natural Resources -Boone County -Columbia Stormwater Protection	Gabe Huffington	Mike Snyder Brett O'Brien Toney Lowery Matt Boehner

Plan for adequate response to growth of the community for parks and recreation facilities and services.	-Utilize the 2013 P&R Master Plan to develop annual capital improvement program. - Continue to work with Boone County on existing and future parks, trails , and facilities development.	Growth Management Infrastructure	-Continued allocation of staff and financial resources -GIS -City of Columbia Stormwater Protection -Boone County	Gabe Huffington	Mike Snyder Toney Lowery Matt Boehner Ryan Atkinson
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Performance Measures	Current Status	Short-Term Goals (FY '13)	Long-Term Goals (Yrs 2-3)	Status/ Completion Date
Percent of use of parks, trails and facilities by citizens	87%	88%	89%	Dept. Citizen Survey
Citizen satisfaction of proximity (walking distance) of parks and green spaces	62%	64%	65%	Dept. Citizen Survey
Acres per 1,000 residents	27.96	27.00	27.00	ICMA comparative data/survey

City of Columbia
2012 Parks & Recreation Department Strategic Planning

**PROVIDE A CITYWIDE GREENBELT/TRAIL NETWORK WHICH LINKS PARKS, SCHOOLS,
 NEIGHBORHOODS, PLACES OF EMPLOYMENT, & RETAIL AREAS**

Strategic Goal: Create a trail system throughout the city that will provide opportunity for recreation as well as alternative modes of transportation.

Department Strategic Objectives	Department-Level Initiatives	Related City-Wide Initiatives (New/Existing)	Resources Required	Lead Person	Team Members
<p>Expand and enhance opportunities for recreational trail experiences to promote exercise, health, wellness and provide opportunities for non-motorized transportation.</p>	<p>Work with the City Planning Dept regarding trail easements on future residential & commercial developments as identified in the trails master plan.</p> <p>Acquire and preserve channels and floodplain areas as public open space or natural areas and possible future trail corridors.</p>	<p>Growth Management</p> <p>Infrastructure</p> <p>Health, Safety and Well-Being</p>	<p>Continued allocation of staff and financial resources</p> <p>GIS</p>	<p>Gabe Huffington</p>	<p>Mike Snyder</p> <p>Toney Lowery</p> <p>Matt Boehner</p> <p>Ryan Atkinson</p>
<p>Connect existing neighborhoods and major destinations to the city's trail system.</p>	<p>Develop trails so patrons may access locations such as schools, places of employment, public spaces and retail destinations.</p> <p>Develop, market and promote community outreach and education programs regarding the benefits of parks and trails.</p> <p>Develop wayfinding signage to inform patrons as to the routes and locations of trails and parks in the city.</p>	<p>Infrastructure</p> <p>Health, Safety and Well-Being</p> <p>Customer Focused</p>	<p>Continued allocation of staff and financial resources</p> <p>GIS</p>	<p>Gabe Huffington</p>	<p>Mike Snyder</p> <p>Toney Lowery</p> <p>Matt Boehner</p> <p>Ryan Atkinson</p>

Performance Measures	Current Status	Short-Term Goals (FY '13)	Long-Term Goals (Yrs 2-3)	Status/ Completion Date
Percent of use of trails by citizens	70%	72%	74%	Dept. Citizen Survey
¹ Citizen satisfaction of proximity of trails	62%	64%	65%	Dept. Citizen Survey
Miles of Trails per 1,000	.42	.42	.42	Ongoing

¹Question based on satisfaction with parks and green space areas within walking distance of their residence. Will ask a separate trails question in next survey.

City of Columbia
2012 Parks & Recreation Department Strategic Planning

IMPLEMENT SOUND AND SUSTAINABLE FINANCIAL PLANNING AND MANAGEMENT

Strategic Goal: Plan for growth to insure adequate financial resources to meet increasing citizen demands for park and recreation services.

Department Strategic Objectives	Department-Level Initiatives	Related City-Wide Initiatives (New/Existing)	Resources Required	Lead Person	Team Members
Provide sustainable funding and responsible financial planning, and management to support the department's existing and future levels of service.	Utilize financial forecasting tools to prepare short/long term financial management plans. Initiate review of current cost recovery goals.	-Financial Health -Growth Management	Continued allocation of staff and financial resources	Mike Hood	Mike Griggs Erika Coffman Gabe Huffington
Expand efforts to pursue grants & partnerships in support of program and facilities.	Continue to pursue grants for capital projects, equipment and services. Formally adopt and implement a sponsorship policy for the Parks and Recreation Department.	-Financial Health -Growth Management	Continued allocation of staff and financial resources	Mike Hood	Mike Griggs Erika Coffman Karen Ramey Gabe Huffington Mike Snyder
Renew the five year park sales tax program in 2015.	Complete Park Capital Improvement Projects included in the 2010 sales tax ballot issue.	-Financial Health -Growth Mgmt -Health Safety & Well-Being	-Continued allocation of staff and financial resources -Establishment of citizen committee in 2014-15	Mike Hood	Mike Griggs Erika Coffman Gabe Huffington Mike Snyder Park Planners Park Const Staff

Continue to utilize volunteers throughout the delivery of recreation programs, park maintenance and environmental improvements.	Continue to provide volunteer opportunities.	-Financial Health -Health Safety & Well-Being	-Continued allocation of staff and financial resources	Mike Griggs	Erika Coffman Gabe Huffington Rec Services Staff Park Services Staff
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Performance Measures	Current Status	Short-Term Goals (FY '13)	Long-Term Goals (Yrs 2-3)	Status/ Completion Date
Quality of parks and recreation programs and facilities	88%	89%	90%	City survey
Dollar amount of grants received (source: ICMA comparative data)	\$50,691	\$52,000	\$55,000	Ongoing
Annual revenue generated by the renewable 1/8-cent Park Sales Tax	\$2,366,102	\$2,544,212	\$2,620,538	Ongoing (Expires in March 2016)
Volunteer hours	14,000	14,250	14,500	Ongoing

City of Columbia
2012 Parks & Recreation Department Strategic Planning

ENHANCE ORGANIZATIONAL COMMUNICATION AND CAPACITY

Strategic Goal: Create an environment that produces a high performing, qualified workforce dedicated to delivering excellent customer service and communicating with Columbia's citizens in a timely, clear manner.

Department Strategic Objectives	Department-Level Initiatives	Related City-Wide Initiatives (New/Existing)	Resources Required	Lead Person	Team Members
Cultivate a learning culture to improve employee job performance, capacity and learning skills.	<p>Train staff to strive for excellence in the performance of duties and their relationships with patrons.</p> <p>Increase opportunities for professional development and learning.</p>	Workforce	Continued allocation of financial resources to support training and learning opportunities	Mike Hood	Parks and Recreation Supervisory staff
Develop a comprehensive marketing plan that creates recognition and identification of the department as the primary community recreation provider and strengthens community understanding and appreciation of the benefits the department provides.	<p>Clearly identify appropriate channels for the public to obtain information and provide feedback, opinions, and perspectives.</p> <p>Develop a mobile application for smart phones.</p>	Customer Focused	<p>Continued allocation of staff and financial resources</p> <p>Possible additional funding for technological advances</p> <p>IT Department</p>	Tammy Miller	Department Marketing Committee

<p>Expand community relations opportunities to inform and educate the community on park and recreation benefits, values and accessibility.</p>	<p>Encourage positive media coverage of park and recreation issues and stories.</p>	<p>Customer Focused</p>	<p>Continued allocation of staff and financial resources</p>	<p>Tammy Miller</p>	<p>Department Marketing Committee, Department Managers and Supervisors, Recreation Specialists</p>
<p>Incorporate technologies and resources to serve customers when, where and how it's convenient for them.</p>	<p>Clearly identify appropriate channels for the public to obtain information and provide feedback, opinions, and perspectives.</p> <p>Develop a mobile application for smart phones.</p>	<p>Customer Focused</p>	<p>Continued allocation of staff and financial resources</p> <p>Possible additional funding for technological advances</p> <p>IT Department</p>	<p>Tammy Miller</p>	<p>Department Marketing Committee</p>
<p>Continued support for the C.A.R.E. Program and the provision an employment training program for at-risk youth.</p>	<p>Recruit and retain at-risk youth for summer CARE program.</p>	<p>Workforce</p>	<p>Continued allocation of staff and financial resources</p> <p>Maintain financial support from Boone County Family Resources</p>	<p>Karen Chandler</p>	<p>Kara Kort Amy Acton</p>

Performance Measures	Current Status	Short-Term Goals (FY '13)	Long-Term Goals (Yrs 2-3)	Status/ Completion Date
Number of visits to Parks and Recreation web site	333,636 site visits in 2012 through September (internal traffic filtered out)	Increase site visits by 8%	Increase site visits by 9%	Ongoing
Employee satisfaction results (employee survey)	No measure at this time, must develop data collection tool	To be determined	To be determined	Ongoing
Percentage of employees achieving 40-hour annual training goal	In process of being developed	To be determined	To be determined	Ongoing
Level of satisfaction with overall quality of customer service received (citizen survey)	No measure at this time, must develop data collection tool	To be determined	To be determined	Ongoing
Success rate of summer CARE program	91%	91%	92%	Ongoing