

Supporting
art.

Advancing
culture.

Strategic Plan 2007



Greater Columbus Arts Council

This strategic plan is intended to provide guidance as the Greater Columbus Arts Council strives to fulfill its mission and vision over the next five years, leading up to the city's bicentennial in 2012. It will be carried out in an ever-changing environment.

There are many ways to describe a strategic plan: a road map, a guide book, a recipe for success. These labels imply that a strategic plan guides an organization along a clear and straight path from its current position to some static and knowable point in the future. Reality is far more intricate. The road ahead will take many detours as a result of economic, political and cultural shifts. The leaders of GCAC will review the plan annually to determine how it must be adapted to meet the changing needs of the community.

Prelude

In developing a strategic plan for the Greater Columbus Arts Council, planners sought to balance divergent responsibilities:

TO SERVE

GCAC was created to distribute funds to the city's arts and cultural organizations. In that role, GCAC serves as a facilitator, meeting the needs of organizations, artists and the entire community, following the lead of these independent stakeholders and allocating resources (human, financial, intellectual) proportionally to help them all achieve their individual goals.

TO LEAD

As arts and culture have been identified as cornerstones of the emerging creative economy, GCAC has been called on to provide leadership in the development of Greater Columbus's economic vitality. This role requires tough choices as resources are focused on those entities that have the greatest capacity to influence community-wide goals.

The strategic planning committee has sought to balance these two objectives whenever possible. In its role as community servant, GCAC will demonstrate transparency, empathy and competence. When called upon to lead, GCAC will demonstrate foresight and a collaborative spirit as it strives to facilitate a dialogue among all partners who seek to define and pursue the greater good for the entire community.

The strategic planning committee would like to thank all those who contributed to the creation of the plan, as well as those who will carry out its implementation.



Vision and Mission

OUR VISION

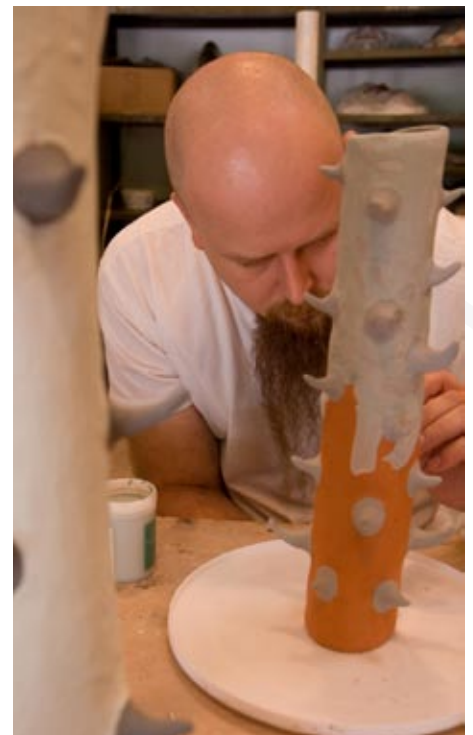
The Greater Columbus Arts Council is a catalyst driving our creative economy. Fostering synergy among private and nonprofit organizations, artists, audiences, and community leaders, we create an environment where art and culture thrive. By generating sustained support and appreciation for the arts, and by incubating new talent and new thinking, our region is recognized as an unparalleled cultural destination.

OUR MISSION

Through vision and leadership, advocacy, and collaboration, the Greater Columbus Arts Council supports art and advances the culture of the region. A catalyst for excellence and innovation, we fund exemplary artists and arts organizations and provide programs, events, and services of public value that educate and engage all audiences in our community.

OUR TAGLINE

Supporting art. Advancing culture.



Planning Activities

This strategic plan is the result of a six-month process which reached out to include GCAC staff, board members, community leaders, representatives of arts and cultural organizations and artists.

JANUARY 2007: PLANNING BEGINS

The strategic planning process was initiated by the executive director and board, and Benefactors Counsel was retained to facilitate the planning process.

FEBRUARY 5, 2007: INITIAL PLANNING RETREAT

All members of GCAC staff and board were invited to participate in a series of exercises in a half-day retreat held at the Columbus Metropolitan Library.

MARCH 2007: COMMITTEE FORMED

Four representatives from the board and four from the staff, including the president of GCAC, were recruited to guide subsequent planning activities:

Board members:

DeeDee Glimcher, Chair
Mary Jo Green
Olga Lucia
Michael Weiss

Staff members:

Tim Katz
Bryan W. Knicely
Paula Menhenett
Emily Swartzlander

Planning and administrative support:

Laura MacDonald, Benefactors Counsel
Terri Williams, Benefactors Counsel
Ariane Bolduc, GCAC

Committee members met five times (March 1, March 8, April 20, May 25, and June 22). Between meetings they communicated and exchanged documents electronically. Committee members and/or the planning facilitator reviewed relevant planning documents.

Documents reviewed:

Arts & Economic Prosperity III
(www.artusa.org)
Columbus Arts Task Force Report
Contract Agreement between the City of Columbus and GCAC
Creative Columbus Policy Steering Committee Report and Executive Summary
“Governance is Governance”
by Kenneth Dayton
Maine Arts Council Strategic Plan

MARCH AND APRIL 2007: DATA GATHERING

Committee members gathered insights from the community through two processes.

- Board members and GCAC’s president conducted one-on-one interviews with ten individuals who are leaders in Columbus’s cultural,

civic, educational and corporate sectors.

- Staff members invited representatives from arts and cultural organizations, as well as individual artists, to attend one of three listening sessions. A total of 140 individuals and organizations were invited to attend. Sessions were facilitated by GCAC staff members and were held on March 23, March 28 and April 2. A total of 37 individuals attended the sessions. Those who could not attend were invited to complete an online survey. A total of 62 surveys were completed (25 in the sessions and 37 online).

The information gathered through these activities formed the basis for the committee's planning discussions on April 20. A copy of the discussion guides, questionnaires, participant lists and the final data can be found in the appendix.

As the strategic planning process was in progress, the branding and marketing firm Ologie implemented a separate process to update GCAC's mission statement, articulate the brand and develop a new logo. While this process was independent of the strategic planning process, activities were coordinated and each firm informed the other.

MAY THROUGH JULY 2007: DRAFTING, REVISION AND APPROVAL

The final strategic plan was drafted by the planning facilitator, discussed with representatives of Columbus City Council, and reviewed by the strategic planning committee.

A final draft, reflecting input from City Council members and the planning committee, was forwarded to the GCAC board on July 17, 2007, and was approved on July 24, 2007.



Goals and Tactics

1. GOAL AREA ONE: ADVOCATE

The Greater Columbus Arts Council will create an environment where art and culture thrive, resulting in sustained support and appreciation to enrich our entire community culturally, aesthetically, educationally and economically.

Action	Indicators/Outcomes
1.1. Strengthen Columbus's arts and culture brand.	
1.1.a. Create/improve/enhance a favorable image of the arts in central Ohio and increase awareness of the abundance, diversity and high quality of arts and cultural offerings available in greater Columbus.	<ul style="list-style-type: none"> • Increased public participation in arts and culture as measured in attendance, membership, and earned revenue
1.1.b. Collect relevant cultural information and make it accessible to the public through ColumbusArts.com, including: <ul style="list-style-type: none"> • Schedules for performances, exhibitions and other offerings • Information for artists such as commissions, competitions, workshops • Access to a wide array of event producers, exhibitors and others to publicize their own cultural events and activities • Research data that bolsters the stature of Columbus 	<ul style="list-style-type: none"> • Maintain/increase Columbus's standing in various polls and national rankings • Increased hotel/motel tax revenue • Polling and market research conducted by GCAC and others • Improved traffic, content and graphics and increased traffic on the GCAC web site • Leaders from arts and cultural organizations serving on relevant public and civic committees, boards, and other volunteer corps
1.1.c. Develop mutually supportive marketing and promotional activities in cooperation with Experience Columbus, the Greater Columbus Chamber of Commerce, the City of Columbus, arts organizations and other groups in order to maximize respective programs and activities.	
1.1.d. Work with community partners to develop and implement a plan for public art, including possible funding sources for commissioning and maintenance.	<ul style="list-style-type: none"> • Citywide public art plan is developed, implemented and monitored • Existing public art is catalogued and maintained; new works of art are created and installed

Action	Indicators/Outcomes
1.2. Develop and implement an arts marketing plan in collaboration with the city's arts organizations, artists and other constituencies.	
1.2.a. Convene a diverse committee of partners from arts and culture, city and county government, and business sectors to help create the plan.	<ul style="list-style-type: none"> • Plan is drafted through a collaborative effort • Plan is being implemented, monitored, and adjusted as needed • Increased public participation in arts and culture as measured in attendance, membership and earned revenue • Increased participation by minorities and other under-represented audiences as measured in attendance and membership
1.2.b. With the committee, determine the mission and objectives for the plan: i.e., what do we want to accomplish with it? Also, determine who will be accountable for managing the plan.	
1.2.c. Identify the arts' current audience and underserved populations through existing research. Pool research and statistics to understand the audiences' needs and wants.	
1.2.d. Use existing research to conduct a competitive analysis.	
1.2.e. Develop tactics, timeline and budget for the plan. Research and pursue funding options.	
1.2.f. Enact the plan, monitor the results and refresh/update annually.	
1.3. Expand the financial and human resources available to support arts and culture.	
<p>1.3.a. Work with community partners to develop an enhanced mixed-funding model of financial stability and sustainability for nonprofit arts and cultural organizations.</p> <ul style="list-style-type: none"> • Conduct research (or scan existing research and benchmarking) to determine typical ratios of voluntary contributions from individuals, corporations and foundations; public funding, earned income; and endowment. • Participate in community-wide efforts to broaden and deepen the individual donor base for arts and cultural organizations. • Identify and pursue additional public funding opportunities at all levels of government (national, state, county and municipal). • Help arts and cultural institutions develop the capacity (skills, tools) to build their endowments and achieve greater financial stability. • Work with civic drivers, philanthropic community and local government to develop an "extraordinary funding pool" to help arts and cultural organizations with emergency needs. 	<ul style="list-style-type: none"> • Creation of a comprehensive development plan for the arts, defining the role that GCAC will play and the opportunities for participation by other arts organizations and supporters. • Increased financial stability among Columbus's arts and cultural institutions as evidenced by: <ul style="list-style-type: none"> - Expanded programs and services - Decreased/eliminated deficits - Increase in the number of \$5,000+ contributions to arts and culture - Increased reserves and endowments

Action	Indicators/Outcomes
<p>1.3.b. Identify opportunities for small and mid-size arts and cultural organizations to share costs associated with administration and programming and help them develop a framework for mutual support.</p>	<ul style="list-style-type: none"> • Increased collaboration and shared services • Increase in the number and vitality of community-based arts organizations • Decreased operating costs for organizations
<p>1.3.c. Create a volunteer corps comprised of professionals with various skills (legal, financial, marketing, technology, etc.) and make these skills available to small and mid-size arts organizations.</p>	<ul style="list-style-type: none"> • Volunteer corps formed and active
<p>1.4. Sustain the Business Arts Partnership as a means to encourage active support of the artists and arts organizations of central Ohio by the business community.</p>	
<p>1.4.a. Review the program’s mission, purpose, content and logistics in the context of GCAC’s new mission, vision and strategic plan.</p>	<ul style="list-style-type: none"> • New Business Arts Partnership plan produced, approved and implemented • Business community is engaged throughout the year
<p>1.4.b. Participate in community-wide efforts to broaden support from small and mid-sized businesses (both direct monetary and in-kind support).</p>	<ul style="list-style-type: none"> • Increased number of small and mid-size businesses supporting arts and cultural organizations • Increased recognition for business donors through GCAC web site and publications
<p>1.5. Foster collaboration among local and regional organizations.</p>	
<p>1.5.a. Develop cooperation among arts councils in central Ohio, leading to new opportunities and efficiencies for:</p> <ul style="list-style-type: none"> • arts and culture funding • programming, including opportunities for adults and children with disabilities and other underserved populations • pre-vocational/avocational education 	<ul style="list-style-type: none"> • Increased regional collaborations • Increased regional funding • Increased participation in regional arts programs • Complementary advocacy efforts measured through public participation, editorial support
<p>1.5.b. Work with the arts community and other public and private partners to expand resources to support new work and emerging artists.</p>	<ul style="list-style-type: none"> • New works promoted through print, electronic, and new media • Increased audiences and earned revenue • Professional development and mentoring opportunities for artists
<p>1.5.c. Work with community partners to ensure accessibility to cultural activities for adults and children with disabilities as well as those who represent other underserved communities.</p>	<ul style="list-style-type: none"> • Increased participation



2. GOAL AREA TWO: EDUCATE

The Greater Columbus Arts Council will be a catalyst for exemplary artists and arts organizations that provide programs, events and services of public value to educate and engage all audiences in our community.

2.1. Increase arts education opportunities for school-aged children.

- 2.1.a. Develop and implement a comprehensive arts and culture education plan.
- Convene a planning committee representing arts educators, school districts, arts and cultural organizations, and other stakeholders.
 - Develop committee purpose, goals and objectives.
 - Determine the current status of arts and cultural education in Franklin County schools.
 - Develop a plan to increase/enhance arts education with specific tactics, goals and timelines.
 - Implement the plan, reviewing annually to adjust as needed.

- Plan is drafted through a collaborative effort
- Plan is being implemented, monitored and adjusted as needed
- Greater communication and collaboration among the educational and outreach efforts of the community's arts and cultural organizations
- Increased arts and culture education opportunities as measured in institutional and individual participation
- Increased public value as measured through studies and surveys

- 2.1.b. Develop coordinated and comprehensive arts partnerships with school districts in Franklin County.

- Ongoing data collection on the extent and impact of arts and culture in the curriculum
- Increased in-school arts education curriculum
- Increased public discourse regarding the value of arts education

- 2.1.c. Enhance Artists in the Schools program to increase accessibility, effectiveness, teacher awareness, artist opportunities and reach.

- Increased funding for programs and artists
- Increased number of programs, especially in schools with high percentage of at-risk children
- Number of artists participating in workshops to learn teaching methods
- Maintain scores on schools' evaluations

- 2.1.d. Develop a comprehensive and sustainable system for out-of-school arts education services for children.

- Collaboration among community partners (arts organizations, human service providers, etc.)

- 2.1.e. Develop a comprehensive and sustainable system to provide professional development for artists, arts administrators and art educators.

- Number of artists, administrators and educators participating in workshops to learn teaching methods

2.2. Build the capacity of arts and cultural institutions through technical assistance.

- 2.2.a. Offer technical assistance grants (through a streamlined web-based grantmaking process) which recipients may use for activities that strengthen their governance, administration, marketing or fundraising capacity.

- Increased number of grant applications and grant awards
- Improved operations among arts organizations indicated by number of people served, number of programs/performances, and fiscal health

Action	Indicators/Outcomes
<p>2.2.b. Maintain an up-to-date calendar of workshops and training seminars to be offered to the board and staff of arts and cultural organizations, artists, and emerging cultural organizations on subjects including: governance, finance, human resources, development, leadership and other administrative areas common to most organizations.</p>	<ul style="list-style-type: none"> • Increased web-site traffic • Increased number and variety of training opportunities • Increased number of participants in programs offered by GCAC, sponsored by GCAC or offered by others
<p>2.2.c. Offer small grants for amateur and avocational arts projects throughout central Ohio.</p>	<ul style="list-style-type: none"> • Participation in the Franklin County Neighborhood Arts program increases • Minority participation in the arts increases
<p>2.3. Convene workshops, seminars and conferences to promote learning among arts and culture professionals and audiences.</p>	
<p>2.3.a. Conduct at least one annual public forum in order to inform, solicit and encourage citizen, neighborhood and community involvement.</p>	<ul style="list-style-type: none"> • At least one public forum held each year • Attendance at annual forums increases each year
<p>2.3.b. Increase opportunities for artists, arts educators, and other arts professionals to expand their skills.</p>	
<p>3. GOAL AREA THREE: COMMUNICATE</p>	
<p>The Greater Columbus Arts Council will demonstrate vision, leadership, excellence and innovation in all of its operations; by fostering synergy, efficiency and transparency, GCAC will create the greatest return on the public and private resources invested in arts and culture.</p>	
<p>3.1. Operate in an effective, efficient, innovative and transparent manner.</p>	
<p>3.1.a. Allocate City bed tax dollars and other resources through a grantmaking process that is transparent, participatory and effective.</p> <ul style="list-style-type: none"> • Convene a task force to restructure the grantmaking process, considering “best practice” models from similar grantmakers. • Communicate new grant process effectively to potential grantors and the general public. 	<ul style="list-style-type: none"> • Diversity of Grants Committee and Peer Review Panels • Satisfaction as measured through surveys and feedback forms • Increase the attendance and participants at public grant meetings • Grantmaking informed by the diversity of governance, outreach, and programming
<p>3.1.b. Model effective governance.</p> <ul style="list-style-type: none"> • Develop a strategic plan to guide the organization and revisit the plan annually to monitor progress and revise as needed. • Ensure that the board is diverse and representative of those who contribute to and are served by arts and culture. • Board to review and update all governance policies on an annual basis. 	<ul style="list-style-type: none"> • Governance policies reviewed and updated annually • Ongoing education of the board

Action	Indicators/Outcomes
<p>3.1.c. Model effective management.</p> <ul style="list-style-type: none"> • Implement board policies effectively and efficiently. • Implement programs and activities; provide accurate and timely reports to the board and the community. • Provide interim and annual reports to the Mayor, City Council and the citizens of Columbus. 	<ul style="list-style-type: none"> • Increasing satisfaction with GCAC as measured through surveys and other feedback • Low employee turnover • Efficiency as demonstrated through benchmarking against comparable local and regional arts councils
<p>3.1.d. Support community-wide efforts to develop a cultural plan/Comprehensive Strategic Plan for Arts and Culture.</p> <ul style="list-style-type: none"> • Offer to facilitate ongoing revision and updating of the comprehensive cultural plan. 	<ul style="list-style-type: none"> • Strategic plan produced, affirmed and serving as a framework for annual evaluation of GCAC's effectiveness
<p>3.1.e. Represent the City on various community cultural enrichment programs, committees, commissions and bureaus.</p>	<ul style="list-style-type: none"> • Number of boards/commissions where cultural interests are represented
<p>3.2. Continually renew the Columbus Arts Festival to maintain its popularity and acclaim.</p>	
<p>3.2.a. Review the event's mission, purpose, content and logistics in the context of GCAC's new mission, vision and strategic plan.</p>	<ul style="list-style-type: none"> • Columbus Arts Festival is recognized nationally • Attendance is sustained/increased • Marketing/promotion is improved and expanded
<p>3.2.b. Increase opportunities for participation by promotion of local artists and arts and cultural organizations.</p>	
<p>3.2.c. Increase opportunities for participation by Discovery District businesses and institutions.</p>	
<p>3.3. Coordinate the activities and resource needs of arts and cultural institutions.</p>	
<p>3.3.a. Develop and maintain a comprehensive inventory of creative assets, including artists and arts facilities, to optimize access to existing studio, workshop and rehearsal spaces.</p>	<ul style="list-style-type: none"> • Searchable database created, maintained and available through ColumbusArts.com
<p>3.3.b. Build a communication network to improve information sharing among individual partnerships, collaborative projects, service organizations and infrastructure activities involving the arts and cultural development of central Ohio.</p>	<ul style="list-style-type: none"> • Semi-annual town meetings for arts organizations, etc.
<p>3.4. Increase understanding of the role of GCAC.</p>	
<p>3.4.a. Raise awareness and promote understanding of GCAC, its programs and the role it serves in encouraging and supporting cultural and economic development in greater Columbus.</p>	<ul style="list-style-type: none"> • Provide talking points and advocacy training to GCAC board members • Make talking points and advocacy training available to the staff and boards of other arts, cultural, and civic organizations
<p>3.4.b. Promote GCAC as a visionary organization that establishes policy and acts as a catalyst to bring the arts and people together.</p>	<ul style="list-style-type: none"> • Attend cultural organization's meetings • Visit city, county and state legislators

Action

Indicators/Outcomes

3.5. Demonstrate the economic importance of arts and culture.

3.5.a. Position the arts as a valued asset in the community and as an integral component of the economic development of central Ohio.

3.5.b. Collect information to encourage activities that will increase jobs for the creative workforce and workers for creative industries.

3.5.c. Maintain relationships with existing sister cities and nurture relationships developed by the City of Columbus.

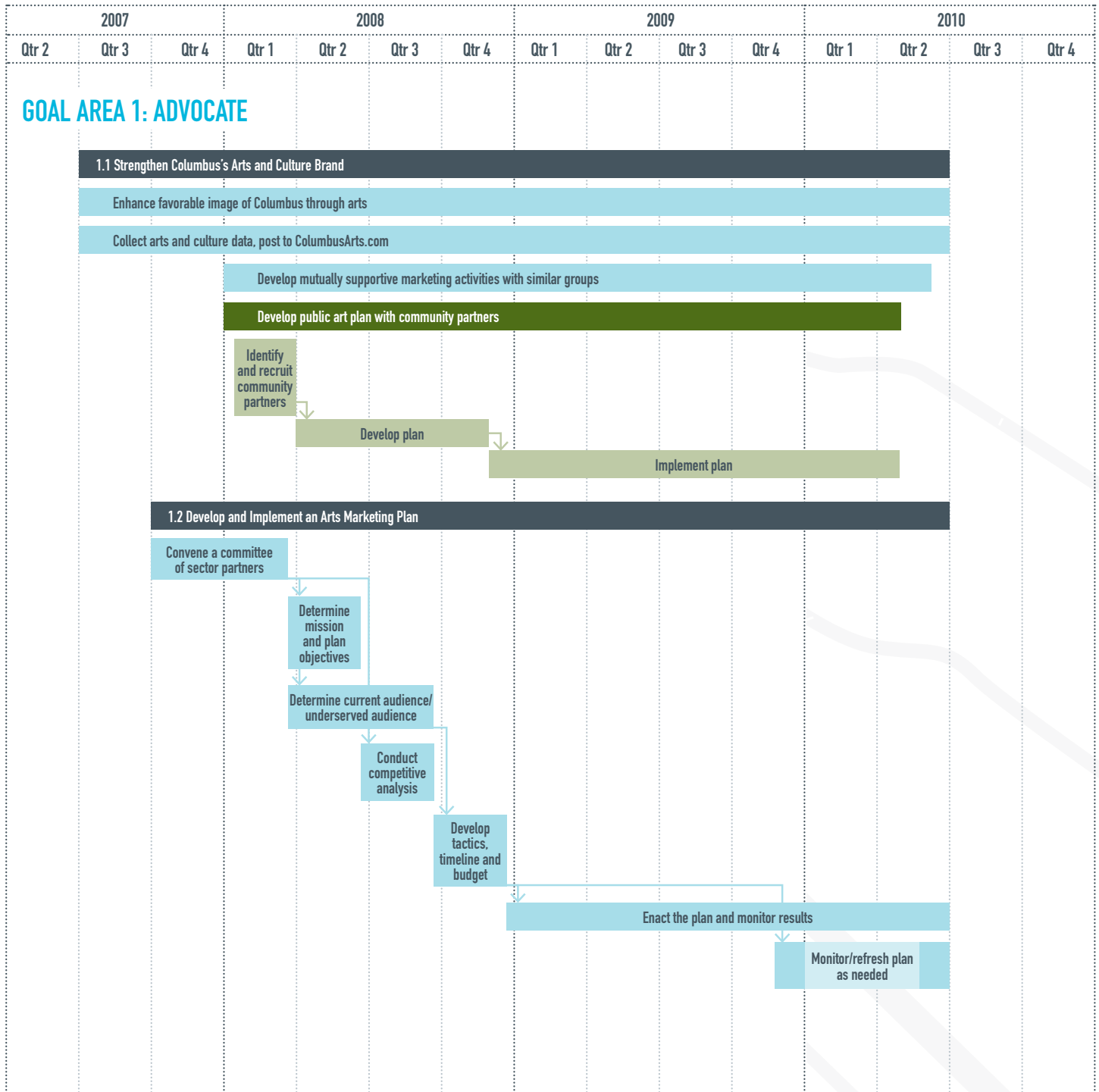
• Supply economic impact information

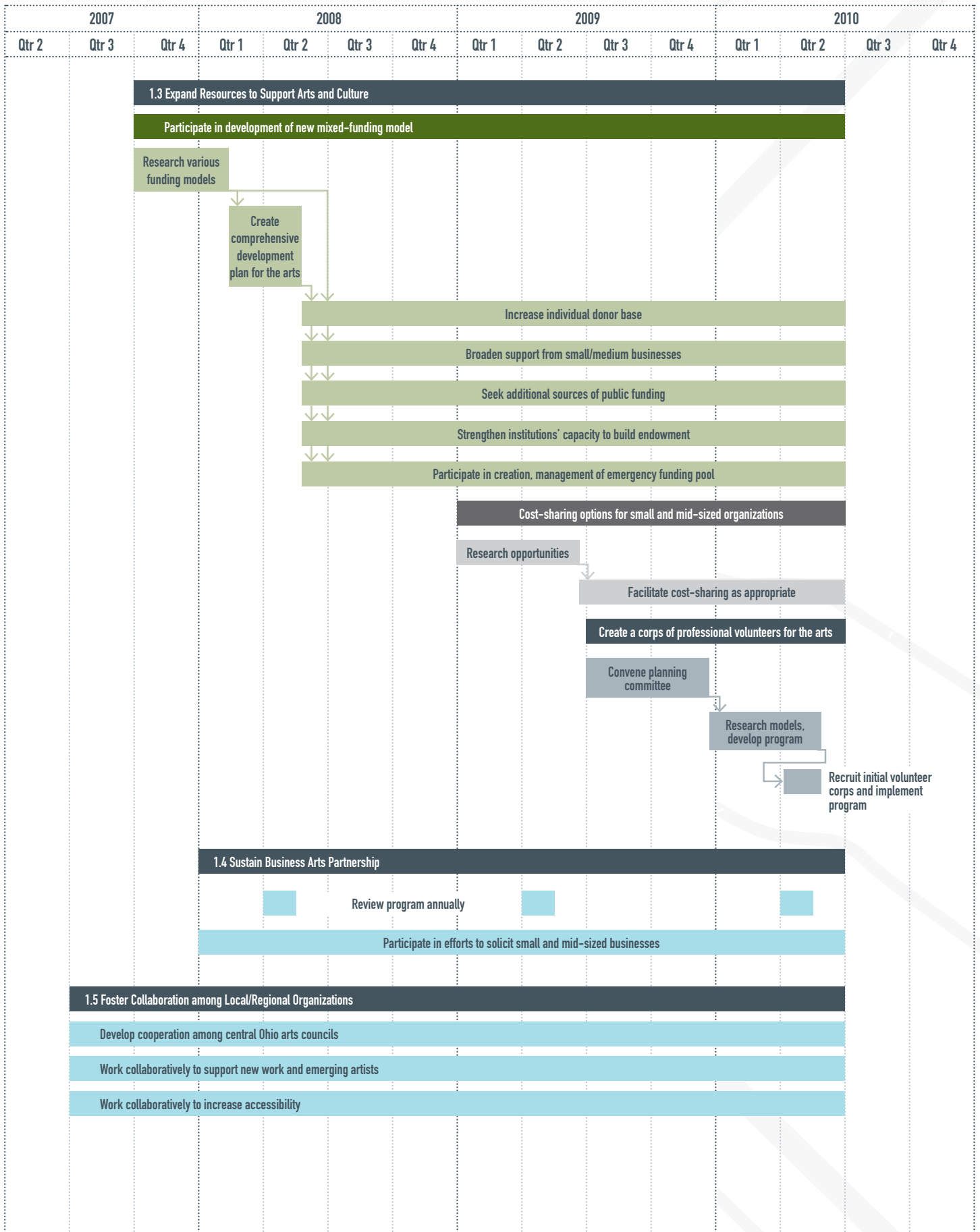
• Make internship and fellowship information available
• Work with employers to identify and provide professional development

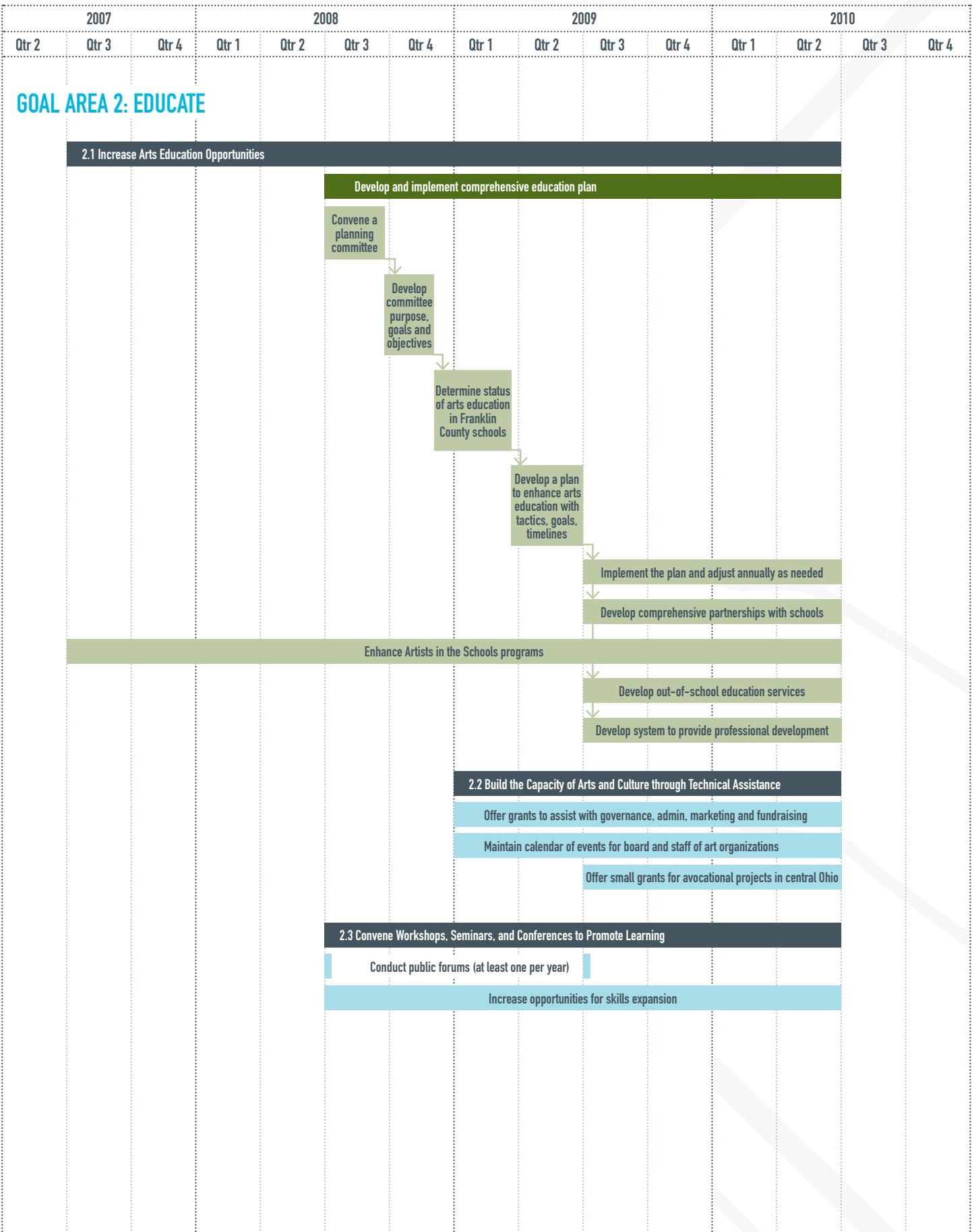
• Activities with existing partners
• Interaction with artists and arts audiences

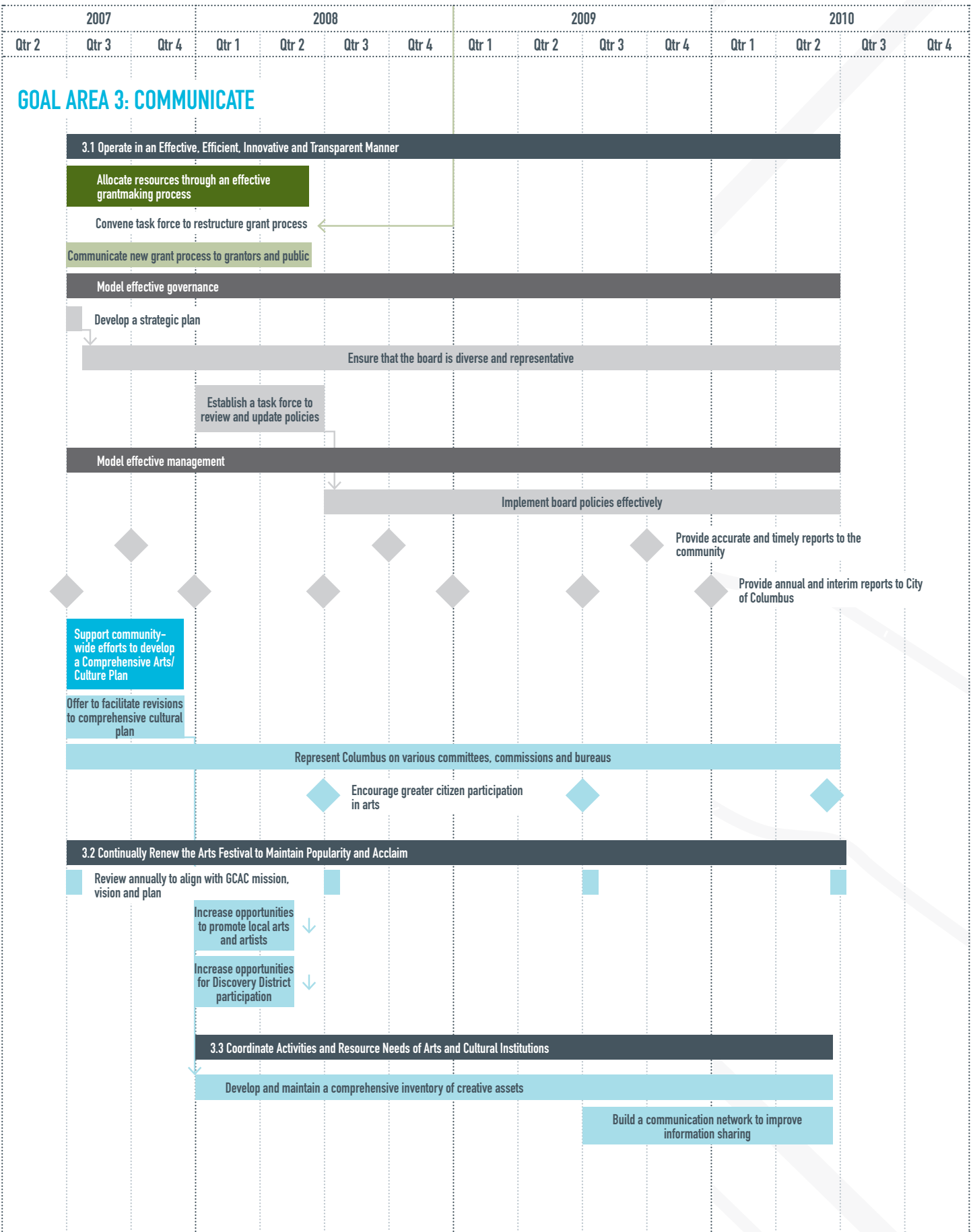


Strategic Plan Timeline









2007				2008				2009				2010			
Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
3.4 Increase Understanding of the Role of GCAC															
Raise awareness of GCAC in greater Columbus															
Promote GCAC's role bringing arts and people together															
3.5 Demonstrate the Economic Importance of Arts and Culture															
Position the arts as an asset and component of economic development															
Work with city officials and others to increase creative workforce															
Maintain relationships with sister cities															

