STRATEGIC PLAN

mission
To advance the arts and culture community in Cleveland and Cuyahoga County.

vision
Every resident values arts and culture as an essential part of personal and community quality of life.

what we believe
The source of arts and culture in any community is its people—all its people. The people who produce arts and culture are as important as the work they create and present.

Every self-identifying group of people has a unique history and set of traditions in arts and culture. All communities thrive when all of those groups and traditions are recognized, represented, appreciated, and supported.

Arts and culture is made and distributed in myriad ways in a variety of contexts that connect to form an ecosystem. An arts and cultural ecosystem flourishes when all artists and art-producing organizations are recognized as equally-valued contributors to the arts and cultural life of the region and are supported accordingly.

A strong arts and cultural ecosystem is a unique community asset that contributes constructively to personal and societal health. It is a valuable partner in addressing community challenges and a vital contributor to every community's development and wellbeing.

A vibrant arts and cultural ecosystem relies upon strong public and private sector partnerships that support arts and culture substantively through financial investment and research-based policymaking

The strength of an arts and cultural ecosystem is contingent upon the community's appreciation, participation and engagement with it.

our values

Informed Decision-making – we make decisions based on verifiable data

Innovative Paradigms – we pursue new ways of viewing and understanding issues

Servant Leadership – we put those we serve before ourselves

Steadfast Integrity – we act in good faith and let the facts speak for themselves

Uncompromising Accountability – we hold each other and ourselves to the commitments we make

Responsible Stewardship – we take great care with community resources

Thoughtful Collaboration – we seek mutual benefit among those with whom we work

STRATEGIC AREAS

strategy one
Secure Additional Sustainable Revenue for the Arts and Culture Sector

Approach:
- Establish evidence of social and financial returns on investment in arts and culture
- Preserve and advance favorable public opinion of arts and culture
- Investigate new potential funding models
- Investigate and identify potential public revenue sources
- Develop viable funding and revenue sources
- As much as possible, leverage new funding toward
  - Individual artists
  - Smaller arts organizations
  - Collaboratives

Measures:
- Number of new funding sources developed
- Overall amount of new public sector funding flowing to arts and culture
- New sources of funding as a percent of overall public funding
- Increased investments in individual artists and small arts organizations
- Number and amount of collaborate grant awards
- Public opinion of arts and culture
- Stakeholder engagement (awareness, participation, investment; partnerships formed)
- Diversity, equity and inclusion measures

strategy two
Strengthen the Arts and Culture Learning Landscape

Approach:
- Define the scope of "arts and culture learning"
- Identify research questions and issues
- Execute relevant research studies
- Identify and form partnerships with other vested organizations
- Build solutions for strengthening the arts and culture learning landscape

Measures:
- Stakeholder engagement (awareness, participation, investment; partnerships formed)
- Amount and usage of research findings produced
- Increased funding in arts and culture learning
- Increased participation in arts and culture learning
- Increase in individuals and organizations practicing or producing arts and culture
- Diversity, equity and inclusion measures

Research. Strategy. Connections. Advocacy.

strategy three
Develop Cultural Policies with Local Governments

Approach:
- Establish and promote the case for arts and culture planning in local government
- Develop and enlist support for various planning models
- Research, identify and advance model cultural policies
- Follow the cultural policy landscape
- Engage arts and culture sector stakeholders for input, organizing and advocacy
- Recruit local government champions and engage local governments in planning
- Build consensus with community
- Form an advocacy network
- Ensure adoptability

Measures:
- Arts and culture sector stakeholder engagement (awareness, participation, investment)
- Civic leader engagement (number, level of participation)
- Civic infrastructure formed to support arts and culture
- Adoption of policies
- Time from engagement to adoption
- Diversity, equity and inclusion measures

strategy four
Increase Public Participation in Arts and Culture

Approach:
- Establish the present state of arts and culture engagement and participation
- Identify gaps/opportunities for marketing and other promotional support of the arts and culture sector
- Develop a plan for increasing public engagement and participation
- Establish new partnerships and model programming
- Recruit local artists and arts and culture organizations to assist in plan implementation

Measures:
- Stakeholder engagement (awareness, participation, investment)
- Number of marketing/promotional messages and channels
- Amount of public reached by messages
- Increased awareness of arts programming
- Increased attendance, patronage, volunteerism
- Discretionary income spent on arts and culture
- Diversity, equity and inclusion measures

arts
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