
ARTS PLACE, INC.

STRATEGIC CULTURAL PLAN 2010-2015

AND REGIONAL PLAN FOR ARTS SERVICE DELIVERY

DRAFT

ARTS PLACE, INC.

The Regional Arts Council for East Central Indiana and West Central Ohio

“Nurturing the creative spirit in everyone”

This plan is intended as a guide for the Board of Directors and staff. It will be used in program and budget planning. It attempts to organize information in such a way that objective decisions can be made in allocating resources to achieve maximum community benefit. The plan helps funders understand what their contributions can achieve. This document also serves as the regional plan for Arts Place services within the Indiana Arts Commission’s Region Five.

MISSION

Arts Place nurtures the creative spirit by making arts experiences, education, and services accessible to the region’s residents, artists and cultural organizations.

SERVICE AREA

Arts Place serves East Central Indiana and West Central Ohio.

- As the Regional Arts Partner of the Indiana Arts Commission, Arts Place serves a 12-county area in East Central Indiana.
- Arts Place serves West Central Ohio through direct programming and technical services.
- When appropriate and complementary to its mission, Arts Place will provide services that reach beyond its service area, including statewide services in Indiana and Ohio.

Critical Success Factor #1

Programming: Provide arts experiences and education for our public that nurture the creative spirit.

General

Strategic Goals:

- 1.1: Develop programming options to appeal to a broader public while remaining true to the mission (HIGH PRIORITY) (also see 5.1b).

- 1.1a Use the information gained in 5.1(Continue to assess the arts needs and perceptions of those not currently involved in Arts Place) to develop additional ways to appeal to a broader public
- 1.1b Consider adding new programming that departs from the past while remaining true to the mission
- 1.2: Utilize/feature local/regional talent where there is a good fit (see 1.6b-2, 1.6b-3, 1.7, 6.2, and 6.3).
- 1.3: Ensure programming to reach all generations.
 - 1.3a Review current programs serving children and develop new approaches if appropriate
 - 1.3b As existing programs do not reach a significant number of teens, research options and develop new ways to serve this group
 - 1.3c Review current programs serving young adults and develop new approaches to serving this group
 - 1.3d Review current programs serving those currently aged 40 to 65 and develop new approaches if appropriate
 - 1.3e Review current programs serving senior citizens and develop new approaches if appropriate
- 1.4: Consider theme based events and/or programming tied in with other community events.
- 1.5: Outreach and collaborate with the schools of the service area (see 5.2) (HIGH PRIORITY).

Presenting

Strategic Goal:

- 1.6a: Determine the best way to be engaged with the Hudson Family Park amphitheatre.
 - 1.6a-1 Establish ongoing communications with Mayor of Portland's office
 - 1.6a-2 Offer to take lead role in organizing opening event
 - 1.6a-3 Seek out partners to participate in the project
 - 1.6a-4 Discuss and establish ongoing roles of Arts Place, City of Portland, and any other partners for programming and operations of the amphitheatre
 - 1.6a-5 Establish clear commitments to initial and any ongoing programming by City of Portland, Arts Place and any partners
 - 1.6a-6 Establish working job descriptions for volunteers and any potential paid position
- 1.6b: Continue to present and host performances at Hall-Moser Theatre.
 - 1.6b-1 Continue to present a performance series featuring a variety of touring artists and artist groups of the highest quality
 - 1.6b-1a Maintain and enhance the social interaction aspect of the series
 - 1.6b-1b Continue to increase volunteer involvement with the events
 - 1.6b-1c Extend the impact of the artists presented by associating the events with artist residencies when feasible, especially through collaborations
 - 1.6b-2 Continue to present special performances by area local and regional artists

- 1.6b-3 Continue to host and co-present performances by other organizations, including Jay County Civic Theatre

Exhibits

Strategic Goal:

- 1.7: Achieve more engagement of local and regional artists through enhanced opportunities for artists to display their work.
 - 1.7a Engage local and regional artists by exhibiting their work in Arts Place galleries
 - 1.7a-1 Continue exhibits that feature local and regional artists, such as the Holiday Shows
 - 1.7a-2 Reinstate the Harvest Biennial Exhibition
 - 1.7a-3 Continue the Regional Student Art Exhibits and increase the emphasis on including the art work of visual arts teachers who are also practicing artists
 - 1.7a-4 Explore the potential for offering an annual exhibit featuring regional visual arts teachers who are also practicing artists
 - 1.7a-5 Diversify the composition of the exhibits panel
 - 1.7b Serve as a catalyst to form an artists' marketing cooperative
 - 1.7b-1 Research models for potential duplication
 - 1.7b-2 Determine feasibility for proceeding
 - 1.7b-3 Engage local and regional artists from the outset in the planning of the cooperative
 - 1.7b-4 Develop a model that engages artists as leaders and as ultimately responsible for the success of the initiative
 - 1.7b-5 Explore the potential for using the Internet as a critical component of the initiative, utilizing Arts Place websites and website development experience

Education

Strategic Goals:

- 1.8 Review and recast Arts in the Parks to address current realities (HIGH PRIORITY).
 - 1.8a Provide multiple tracks that accommodate different child care and transportation needs of families
 - 1.8b Simplify the organization of the program to create more easily understood instructional offerings
 - 1.8c Seek out artists from around the country, as well as the region, with enthusiasm for working with children who are highly creative, skilled and talented
 - 1.8d Design a curriculum that provides a different experience than students can gain in the school classroom
 - 1.8e Seek to create a program that engages the spirit of creativity in all children who participate

- 1.8f Seek to offer a program that is both educational and fun for the participants
- 1.9 Add more adult education offerings.
 - 1.9a Survey past and potential participants for specific education interests
 - 1.9b Provide more one-day workshops
 - 1.9c Provide more workshops that may appeal to artists and serious amateurs in the region
 - 1.9d consistently market the program over a broader geographic area, well-beyond the service area; expand the effort multi-statewide when appropriate
- 1.10 MusicWorks – Conduct community music schools at multiple sites to provide instrumental, choral, vocal, and music development instruction
 - 1.10a Continue to refine the program to provide an intensive articulated curriculum that will be of benefit to all students
 - 1.10b Place an emphasis on students learning to read and sight sing music
 - 1.10c Grow the ensembles by increasing enrollment and expanding the offerings
 - 1.10d Increase the number of orchestral students, the original foundation for the program
 - 1.10e Develop a student orchestra by 2015
 - 1.10f Recruit highly qualified instructors who are committed to providing sound music education to students.
 - 1.10g Maintain music instruction programs in Auglaize, Blackford, Jay, and Mercer Counties
- 1.11 Innovations – Conduct a wide-range of classes in the visual arts, dance, and literary arts for people of all ages.
 - 1.11a Improve the program by providing more intensive articulated curriculum, as well as one-time learning experiences
 - 1.11b Survey past and potential participants for specific education interests
 - 1.11c Increase enrollment – The program could serve far more people
 - 1.11d Design offerings that have a much broader geographic appeal
 - 1.11e Recruit highly qualified instructors who are committed to providing sound learning opportunities for students

Critical Success Factor #2

Staff: Secure and maintain an appropriate qualified staff to carry out the mission of the organization.

Strategic Goals:

- 2.1 Create an effective structure for recruiting and utilizing volunteers (HIGH PRIORITY).
 - 2.1a Create a model for the volunteer system
 - 2.1b Give the creation of a paid coordinator of volunteers a high priority for addition to personnel (HIGH PRIORITY)
 - 2.1c Enhance the database system for adding volunteers and tracking their interests in volunteering, and service record

- 2.1d. Create and maintain an effective system for acknowledging volunteer service
- 2.1e Create and maintain an effective system for tracking and assessing volunteer service experience
- 2.1f Use more volunteers
- 2.2 Create a pro forma staffing plan and implement it as resources allow.
 - 2.2a Succession plan for Executive Director
 - 2.2b Succession plan for Regional Grants and Development Director
 - 2.2c Cross training plans for all Program and Administrative Staff (PALS)
 - 2.2d Positions needed to run organization
 - 2.2e Ideal positions to create as funding permits
- 2.3 Create a staff development and professionalism plan. The purpose of this goal is to enhance areas of personal and professional skills and expertise. Priority will be placed on employees individually improving in the following categories:
 - 2.3a Personal and Professional Interaction
 - 2.3b Technical Skills
 - 2.3c Problem Solving
 - 2.3d Self-Awareness including personal strengths and weaknesses
 - 2.3e Overall knowledge of the mission, programs, and services of Arts Place
 - 2.3f Continue to monitor and update job descriptions and employee manuals

Critical Success Factor #3

Funding/Finance: Secure adequate funding to carry out the mission now and into the future.

Strategic Goals:

- 3.1 Create a strategy to move toward a more broadly sustained funding structure (HIGH PRIORITY).
 - 3.1a Identify the most promising additional funding sources
 - 3.1b Identify the staffing most needed for nurturing and pursuing additional donors
 - 3.1c Identify the most promising areas of revenue development
 - 3.1d Improve communications software and systems to assure sound management of the development process, including cultivation, tracking, solicitations, and acknowledgment
 - 3.1e Acquire and maintain appropriate hardware and software to manage development effort
 - 3.1f Explore the feasibility for significantly enhancing online giving and implement if appropriate
- 3.2 Develop additional funding sources such as estate plan giving.
 - 3.2a Continue to annually identify top 10 planned giving prospects and cultivate for estate planning and other planned giving
 - 3.2b Study feasibility of development of more sophisticated planned giving options, such as annuities
- 3.3 Prepare for and conduct a capital campaign if major facility initiatives require.

- 3.3a Identify appropriate fund raising counsel to conduct a capital fund raising feasibility study or studies for both the Portland and Collective Centers
- 3.3b Secure the funds necessary to conduct the feasibility study
- 3.3c Align any potential capital project or projects with projected potential resources and begin the process to develop an appropriate project that could lead to a capital campaign.
- 3.3d Assure that the intended resultant project or projects, after alignment of resources will be worthy of pursuit and of high quality
- 3.3e If appropriate, proceed to the development of a capital campaign or campaigns

Critical Success Factor #4

Facilities: Create or maintain appropriate facilities to carry out the mission of the organization. Maintain facilities which reflect well on Arts Place and the communities in which the facilities are located.

Strategic Goals:

- 4.1 Create facilities plans for the Collective Center and the Portland Center (HIGH PRIORITY).
 - 4.1a Identify appropriate architectural firm and secure funding and contract for a space needs assessment study to identify needs as they relate to Auglaize and Mercer County
 - 4.1b Staff shall identify the initial primary space, energy plant, theatre and exhibit support needs for the Portland Center and campus
 - 4.1c Identify appropriate architectural firm and secure funding and contract for a space needs assessment study to identify needs as they relate to Jay and surrounding counties
 - 4.1d Identify costs for development of the Collective Center and enhancement of the Portland Center and its campus
 - 4.1e Conduct fund raising feasibility studies for enhanced centers in both Portland and St. Marys
 - 4.1f Align any potential capital project or projects with projected potential resources and develop an appropriate project
 - 4.1g Assure that the intended resultant project or projects, after alignment of resources will be worthy of pursuit and of high quality
 - 4.1h If appropriate, secure services of an architectural firm or firms to proceed with the next steps in enhancing Arts Place facilities
 - 4.1i Study security needs for the facilities and enhance or maintain as appropriate
- 4.2 Consider one or more additional satellites to meet the arts needs of underserved areas.
 - 4.2a Identify small cities in the service area with the strongest commitment to developing a new arts center

- 4.2b Identify small cities in the service area with 'champions of the arts' who would be willing to assume leadership roles for Arts Place in their local communities
- 4.2c Identify potential partners in the development of new satellite centers
- 4.2d Prioritize the above and proceed with development if appropriate
- 4.3 Create an energy management and “green” plan (HIGH PRIORITY).
 - 4.3a The plan shall include all Arts Place centers
 - 4.3b Consider all realistic green options for both HVAC systems, lighting, and energy conservation
 - 4.3c The green plan shall include recycling to the greatest extent possible
 - 4.3d Arts Place shall reduce the use of paper for office operations
 - 4.3e Green products shall be used whenever feasible
 - 4.3f Explore potential for recycling collection point in downtown Portland
 - 4.3g Replace gallery lighting with more modern and energy efficient system
- 4.4 Address Hall-Moser Theater lighting (HIGH PRIORITY).
 - 4.4a Study the potential for use of energy efficient lighting
 - 4.4b Research the potential for grant funding to replace theatre lighting
 - 4.4c Develop a replacement schedule for all theatre lighting and lighting systems
 - 4.4d Expand the lighting grid and other lighting systems

Critical Success Factor #5

Marketing/Outreach: Reach out to everyone in our service area.

Strategic Goals:

- 5.1 Continue to assess the arts needs and perceptions of those not currently involved in Arts Place (HIGH PRIORITY).
 - 5.1a Identify cost effective ways to survey representative samplings of individuals not currently involved with Arts Place
 - 5.1b As a tool to reach a greater and more diverse public, pursue funding to conduct a demographic study (using such programs as Claritas or Prism) to identify audiences in the service area who have a world view that may be open to participation with Arts Place programs and services. The results should be used to assist Arts Place in better understanding the needs of the residents of our service area
 - 5.1b1 In identifying the makeup of our service area, the study should be pursued with an eye to understanding the interests of the residents of our region in the art forms and programs that Arts Place does not provide, as well as those that it does offer
 - 5.1b2 The project should be designed to identify the barriers that exist to gaining the participation of the broadest possible public
 - 5.1b3 The project should be designed to identify how the Arts Place message could be recrafted for different potential participants to gain their attention

- 5.1c Identify the questions that should be asked of these interest groups
- 5.2 Outreach to and collaborate with the schools (HIGH PRIORITY).
 - 5.2a Continue to work with schools of the region to conduct the Regional Student Art Exhibition
 - 5.2b Continue to conduct artist residencies in the schools when feasible
 - 5.2c Continue to cooperate and collaborate with teachers of arts-related curricula in encouraging intra and inter-communications
 - 5.2d Continue to survey school educators and the general public on issues related to arts education
 - 5.2e Host, and when feasible, facilitate gatherings of arts educators in the region to support their efforts to improve arts education
 - 5.2f Work with school teachers of music to integrate MusicWorks instruction with school educational goals when appropriate and feasible
- 5.3 Enhance and upgrade the Arts Place websites and consider other web based marketing (HIGH PRIORITY).
 - 5.3a Develop a process to review all Arts Place websites for steps that will increase traffic, improve clarity, and image of the websites
 - 5.3b Continue publishing multiple online newsletters and special promotions and continue to increase the database of subscribers
 - 5.3c Continue to promote and implement greater use of Arts Place aggregated content on other appropriate websites using the Arts Connection Engine feature (ACE).
- 5.4 Enhance and upgrade Arts Place branding for marketing purposes (Examples: logo, clarity and consistency of promotional material) (HIGH PRIORITY).
 - 5.4a Establish an active volunteer marketing committee or task force composed of the best talent within the service area
 - 5.4b Make better use of volunteer resources
 - 5.4c Develop a cohesive branding strategy
 - 5.4d Market Arts Place activities throughout Indiana and Ohio
- 5.5 Consider a different name for Innovations and revamp Music Works and Innovations brochures.
 - 5.5a Study the merits of merging Innovations and MusicWorks as one concept as compared to maintaining separate identities
 - 5.5b Based on the decision made in 5.5a, develop a marketing strategy that encompasses the logical outcomes of that decision
 - 5.5c If the Innovations program remains a separate identity, dedicate sufficient effort to determining a new name that will last
 - 5.5d If it is determined that a merger of the programs is appropriate, dedicate sufficient effort to determining a new name that will last
 - 5.5e Involve the proposed new volunteer marketing committee or task force in developing more effective brochures and other printed materials
 - 5.5f Develop a logo for the programs (or the merged program)
 - 5.5g Encourage artist instructors to promote their classes
 - 5.5h Market one-day classes statewide in Indiana and Ohio
- 5.6 Encourage collaborative event scheduling when possible and support efforts to create community event planning calendars (see 1.4).

- 5.6a Establish a list of event providers within a 15 mile radius of each Arts Place center and maintain ongoing contact
- 5.6b Communicate Arts Place planned events to the above event providers on a regular basis
- 5.6c Approach the above event providers and seek out information on their events planning process and upcoming event dates
- 5.6d Identify event providers who are willing to collaborate on events and establish pilot collaborative events that strengthen existing Arts Place programs

Critical Success Factor #6

Services to Arts Community: Support the arts wherever Arts Place can have a positive impact.

Strategic Goals:

- 6.1 Resolve the concept and ownership of the regional web based arts information system.
 - 6.1a Research the existing and potential support by volunteers and funders for maintaining the viability of IndianaArts.org and OhioArts.org
 - 6.1b Determine if the existing IndianaArts.org and OhioArts.org websites should be continued or modified to focus only on Arts Place's service areas in Indiana and Ohio
 - 6.1c Determine if the web platforms for the arts information databases can be improved or need to be completely begun anew
 - 6.1d Study the feasibility of creating an arts criticism content based website and/or online publication
 - 6.1e Consider additional arts information website features that would be of significant value to users, such as audio capabilities, and determine feasibility
 - 6.1f Determine how best to integrate the Artsland.org site within the total website systems and services
 - 6.1g Develop volunteer support systems for the resultant web system that results; include artists, representatives from arts organization and arts businesses, and interested members of the general public in supporting the system and maintaining its vitality
- 6.2 Promote/support community theatre.
 - 6.2a Identify active community theatre organizations within the service area
 - 6.2b Convene with these organizations to determine priority needs
 - 6.2c Enhance existing promotional efforts for active community theatre organizations
 - 6.2d Host, when appropriate, community theatre events, especially for those organizations operating from locations close to Arts Place facilities
- 6.3 Continue and improve support to local and regional artists and arts organizations.
 - 6.3a Continue to serve as a Regional Arts Partner to the Indiana Arts Commission

- 6.3b Seek out additional funding from private and public sources around the region to support these services
- 6.3c Improve web-based services to both artists and arts organizations
- 6.3d Continue to regularly convene the Regional Roundtable in Indiana
- 6.3e Develop a Western Ohio advisory body similar to the Regional Roundtable (though smaller given the counties affected)
- 6.3f Continue to survey artists and arts organizations to better understand the needs of the service area
- 6.3g Continue to provide technical assistance in the entire service area to the degree financially feasible
 - 6.3g1 Conduct a conference annually or bi-annually that serves the needs of the service area. The conference should be designed to enhance camaraderie and networking amongst the arts leaders of the region and be of such a quality as to attract participation from throughout Ohio and Indiana
 - 6.3g2 Provide workshops at locations around the region designed for artists, arts educators, and arts provider organizations
- 6.3h Continue to provide grants to organizations within the service area to the degree financially feasible
- 6.3i Serve as the leading advocate for the arts within the service area

Critical Success Factor #7

Operations: Run an efficient operation, parts of which can be transplanted as we expand.

Strategic Goals:

- 7.1 Utilize technology for connectivity between Arts Place sites.
 - 7.1a Determine the options for connectivity and costs, including use of existing systems at nonArts Place locations
 - 7.1b Implement first the steps that will allow greater connectivity between or amongst Arts Place facility sites that reduce travel and staff costs
 - 7.1c Develop a plan for implementing additional connectivity steps
 - 7.1d Implement the identified additional steps
- 7.2 Standardize and simplify systems throughout the Arts Place network.
 - 7.2a Determine the cost to integrate accounting, database, and development software
 - 7.2b Conduct a study of systems practices to determine duplicate and wasted steps that can be improved or eliminated
- 7.3 Utilize technology to enhance programming and delivery of services.
 - 7.3a Determine the most cost effective purchases to enhance programs and services
 - 7.3b Establish a purchase plan and replacement schedule to address hardware, software, and connectivity issues
- 7.4 Seek opportunities to collaborate in the use of existing resources, including technology and facilities.

- 7.4a Determine the feasibility of utilizing video-conferencing capabilities of other organizations based close to Arts Place facilities
- 7.4b Determine the feasibility of renting or exchanging space with other organizations nearby to Arts Place facilities as compared to capital development
- 7.4c Determine benefits for the collaborating parties that can strengthen both organizations

Critical Success Factor #8

Governance: Engage and educate the Board so that appropriate oversight and involvement is given for the near and long-term health of the organization.

Strategic Goals:

- 8.1 Create recruitment and succession plans for both corporate board members and Collective Center community board members.
 - 8.1a Continue the use of a nominations matrix for the corporate board
 - 8.1b Improve the potential nominee information and background inquiry process
 - 8.1c Improve the early identification of arts advocates in the region with significant potential as future corporate board directors
 - 8.1d Mirror the above systems in the recruitment plans for community boards
- 8.2 Review board orientation and education plans.
 - 8.2a Charge a board committee or task force with responsibility for reviewing current board orientation and education practices and determine steps for improvement
 - 8.2b Improve the embryonic new director mentoring practice that was recently created
 - 8.2c Involve the board in finalizing an orientation and education plan that is of real value to individual directors

Critical Success Factor #9

Quality: Ensure that excellence characterizes all Arts Place endeavors.

Strategic Goals:

- 9.1 Create and adopt a process to review and update the strategic plan.
 - 9.1a Set a regular time period in which the strategic plan is annually reviewed
 - 9.1b Assure that all strategic and action steps have timelines and deadlines for accomplishment
- 9.2 Document current quality management practices and submit potential improvements to the board.

- 9.2a Establish a one-time combined board and staff review group to quantify current quality management practices
- 9.2b Conduct the review over a one to two-month period
- 9.2c Devote an entire board meeting to the report and its recommendations
- 9.3 In achieving the critical success factors, assure that programs and services remain of the highest quality.
 - 9.3a Communicate the importance placed on this success factor to all staff and volunteers
 - 9.3b Include a review of excellence as a factor in all program and services reviews
- 9.4 Utilize focus groups and participants to provide feedback on programs, services and communications.