



The Strategic Plan 2009-2012

Vision: *The powerful competitive advantage generated by our distinctive arts and culture sector is widely recognized and supported both publicly and privately.*

Mission: *To strengthen and unify greater Cleveland's arts and culture sector.*

Core Beliefs: CPAC believes that:

- ◆ Arts and culture is an essential asset in building and sustaining a vibrant, thriving community.
- ◆ Creative and innovative ideas, the core attributes of arts and culture, are central to a community's development. In this era of knowledge-based economies, business and civic leaders should strategically position their communities to take full advantage of the benefits provided by creative individuals and organizations in the arts and culture sector.
- ◆ Arts and culture fosters developmental, intellectual and emotional benefits unique to each individual. When arts and culture is widely available, citizens have sharper insights, greater empathy and heightened community involvement.

Guiding Principles: In pursuing its vision and mission and acknowledging its beliefs, CPAC will:

- ◆ **LEAD:** Set direction with the arts and culture sector based on shared interests and potential impact on arts and culture organizations and individual artists.
- ◆ **ADVOCATE:** Position arts and culture as a driving force in building a vibrant community, particularly where community priorities and funding decisions are determined.
- ◆ **EDUCATE:** Inform community decision-making through credible research that identifies solutions for evolving needs and demonstrates the contribution arts and culture makes to the economy, education and quality of life.
- ◆ **CONVENE:** Provide opportunities for the community's diverse arts and culture constituencies to join together to learn about and take collective action on shared interests and objectives.

GOAL 1: Develop and sustain diverse resources to support the arts and culture sector.

Rationale: Access to a greater abundance and variety of resources supports the arts and culture sector's viability and enables it to positively influence the region's development. A strong arts and culture sector relies upon support from both the private and public sectors, each of which depend upon the other for continued investment. Stakeholders have ranked this goal as a high priority and have charged CPAC with its continued pursuit because of our demonstrated capacity to deliver positive results.

- ◆ **STRATEGY 1:** Advocate renewal of Cuyahoga County's tobacco levy.
 - **TACTIC 1:** Determine the financial and legal feasibility of forming a 501(c)4 issue lobbying entity under the operational auspices of CPAC.
 - **TACTIC 2:** Form a joint standing public policy committee with CAC to address arts and culture public initiatives and issues.
 - **TACTIC 3:** Conduct periodic meetings of the Arts and Cultural Roundtable to inform the arts and culture sector of public policy, information and calls to action.
 - **TACTIC 4:** Sustain and build positive relationships with key decision makers through meetings, presentations, publications and social media regarding the multiple values generated by a sustainable arts and culture sector.
 - **TACTIC 5:** Work with the Arts and Cultural Roundtable and other arts and cultural affiliates in Northeast Ohio to develop and implement public sector advocacy training.
 - **TACTIC 6:** Strategically place CPAC board and staff as representatives within community decision-making, non-arts and cultural organizations.

- ◆ **STRATEGY 2:** Provide advisory services for county and municipal governments as requested, and subject to financial and human resources, to develop, implement, manage and evaluate arts and culture funding.
 - **TACTIC 1:** Provide counsel, research and evaluation services to Cuyahoga Arts and Culture (CAC) and the Cuyahoga County Commission as contracted and appropriate.
 - **TACTIC 2:** Provide counsel, evaluation and grant management services to Lake County Visitors Bureau (LCVB's) Arts and Culture grant programs as requested.
 - **TACTIC 3:** Meet with arts and culture leaders and elected and appointed officials in counties other than Cuyahoga and Lake Counties to provide counsel and contracted services as requested.

- ◆ **STRATEGY 3:** Develop new sources of public sector arts and culture funding.
 - **TACTIC 1:** Analyze and review various local, state, regional and national models of support and communicate findings to the arts and culture, public and private sectors.
 - **TACTIC 2:** Test feasibility of new local public sector arts and culture funding sources through surveys, focus groups and polling.
 - **TACTIC 3:** Research and report on promising tactics to use local public arts and cultural support to leverage greater state and federal support.

- TACTIC 4: Present research findings to stakeholders, key decision makers and advocates for actions through media, website, presentations and research publications.
- ◆ STRATEGY 4: Sustain and grow private sector funding for the arts and culture sector.
 - TACTIC 1: Provide private sector funders, corporations, foundations and individuals with data, research, counsel, presentations and white papers regarding the arts and culture sector's strengths, challenges and opportunities.
 - TACTIC 2: Provide research services to private sector funders as needed and within the context of CPAC's available human and financial resources.
 - TACTIC 3: Develop biennial state of arts and culture report and distribute to public and private sector funders.
 - TACTIC 4: Participate in arts and culture funders meetings organized by Ohio Grantmakers Forum to present information and share ideas.
- ◆ STRATEGY 5: Assist the arts and culture sector's ability to sustain its programs through specific services that improve its operations.
 - TACTIC 1: Provide research, guidance and counsel to the Business Volunteers Unlimited, Cleveland Neighborhood Development Coalition, COSE Arts Network, the Foundation Center, Positively Cleveland and other arts-related service organizations.
 - TACTIC 2: Serve as an intermediary between the arts and culture sector and related programs and services, including assisting with marketing and providing feedback to service providers.
 - TACTIC 3: Provide direct financial support to individual artists, in partnership with CAC, through the Creative Workforce Fellowship.
 - TACTIC 4: Provide guidance, counsel and pertinent community contacts to artists, arts and cultural organizations and sector lay leadership.
 - TACTIC 5: Evaluate, refine and update the Artist as an Entrepreneur Institute.
 - TACTIC 6: Evaluate, refine, update and expand membership in the Collaborative Marketing Database.
 - TACTIC 7: Evaluate, refine and update CultureADD.
 - TACTIC 8: Develop, implement and evaluate Creative Compass.
 - TACTIC 9: Conduct marketing research and analysis to expand arts and culture participation with arts and cultural organizations.
 - TACTIC 10: Present arts and culture marketing workshops for small to medium sized arts and culture organizations in collaboration with Positively Cleveland, Cleveland Plus and others as appropriate.
- ◆ STRATEGY 6: Sustain CPAC's human and financial resources, operational and governance capacities to achieve its mission.
 - TACTIC 1: Develop, implement and evaluate CPAC's workplan with staff and board members through appropriate committee and taskforce actions and stakeholder input.

- TACTIC 2: Identify new and retain existing sources of financial support to further goal achievement.
- TACTIC 3: Sustain and grow the Projects and Budget Stabilization Fund.
- TACTIC 4: Establish investment policies; annually review effectiveness of investment vehicles to ensure achievement of objectives.
- TACTIC 5: Examine current and potential programs and services in relationship to Program Development Criteria.
- TACTIC 6: Complete a succession planning process and adopt a related plan for key personnel that addresses long-term organizational viability and mission focus.
- TACTIC 7: Conduct annual performance reviews with staff; identify and provide development and training opportunities for staff based upon needs and resources.
- TACTIC 8: Maintain, renew, and update personnel policies and benefits programs to attract and retain qualified staff.
- TACTIC 9: Strengthen and diversify the board's composition and leadership to support achievement of goals and objectives. Recruit community leaders and professionals to serve as at-large members of committees and taskforces.
- TACTIC 10: Conduct biennial board self-assessments.
- TACTIC 11: Conduct biennial board and staff retreat to discuss CPAC's strengths, challenges and opportunities.
- TACTIC 12: Conduct independent financial audit and 990 reports.
- TACTIC 13: Conduct audit of technology performance and upgrades.
- TACTIC 14: Develop a marketing and communications plan to build awareness within the arts and culture sector and among key individuals outside the sector regarding CPAC's activities.
- TACTIC 15: Assess and refine CPAC website to support goal achievement and deeper engagement by CPAC constituents.
- TACTIC 16: Assess office space and equipment to maintain an optimal effective and efficient work environment.

GOAL 2: Generate and support public policy that strengthens arts and culture.

Rationale: Policy within any system drives resources, programs, services and actions. It is critical to be on the front end of policy development to ensure the arts and culture sector's needs and concerns are addressed and that its resources can be engaged for the community's strategic advantage. CPAC has demonstrated its capacity to elevate arts and culture as a partner in solving complex community issues and representatives in and outside of the arts and culture sector value CPAC's role in doing so.

- ◆ Strategy 1: Monitor, assess and make recommendations regarding public sector priorities and strategies in relationship to the arts and culture sector's needs, opportunities and challenges.
 - TACTIC 1: Identify timely and relevant public sector issues in which the arts and culture sector can play a role; discuss, advise and make recommendations as appropriate.
 - TACTIC 2: Collect and analyze best arts and culture public policies and programs, in relationship to local concerns, and report findings to stakeholders.

- TACTIC 3: Provide model ordinances, statutes and resolutions to county and municipalities on how to strengthen their arts and culture assets while benefiting their jurisdiction's economic, educational, and quality of living objectives; e.g. live/work and percent for art ordinances.
 - TACTIC 4: Convene the arts and culture sector periodically to communicate public sector issues and policies that have or will have an effect on the sector.
 - TACTIC 5: Collaborate with other public policy-oriented groups to support or oppose issues or legislation that will have an effect on the arts and cultural sector.
 - TACTIC 6: Mobilize the arts and cultural sector as needed to support or oppose issues or legislation that will have an effect on the sector.
 - TACTIC 7: Meet with the Chancellor of the Ohio Board of regents to pursue ways to strengthen arts and culture within higher education.
 - TACTIC 8: Develop a draft arts and culture advocacy plan and test it with stakeholders.
 - TACTIC 9: Develop white papers on community-wide issues or initiatives that have an impact on the arts and culture sector.
- ◆ Strategy 2: Organize public awareness efforts, in coordination with the arts and culture sector, focused on the value of the sector to the regional community.
- TACTIC 1: Develop, in partnership with CAC and other arts and cultural partners, a comprehensive communications plan that includes marketing and public relations strategies.
 - TACTIC 2: Implement arts and culture sector message training.
 - TACTIC 3: Develop best communication practices for use by artists and arts and cultural organizations.

GOAL 3: Provide information and research about the condition and impact of arts and culture.

Rationale: CPAC's stakeholders conveyed that knowledge creation and dissemination about the arts and culture sector is an extremely valuable CPAC service. Organizations turn to CPAC to keep them apprised of the latest trends, best practices and issues in the sector. Few if any have the financial and human resources to generate this information, which stakeholders use to inform decision-making about their organization's future direction and strategies. In addition to being directly beneficial to the arts and culture sector, the research CPAC conducts, often in partnership with research institutions, helps to increase public awareness and understanding about the sector: the community's arts and culture assets and their impact on the economy, educational systems and quality of life. Coordinated, comprehensive and ongoing data collection and objective analyses not only inform the public of arts and culture's benefits, but assist in shaping policy and resource allocation decisions.

- ◆ STRATEGY 1: Conduct both longitudinal and sector studies that examine the impact of the arts and culture sector on the community's economy, education and quality of life.
- TACTIC 1: Conduct, gather and communicate data and research biennially that assesses the economic and workforce benefits produced by the arts and culture sector.

- TACTIC 2: Support arts education research through collaborations with Young Audiences of Northeast Ohio (YANEO), Cleveland Arts Education Consortium (CAEC), Cleveland Metropolitan School District (CMSD's) Fine Arts Dept. and Ohio Arts Council (OAC).
 - TACTIC 3: Develop a community-based arts and culture survey tool and protocol to locate and map arts and culture assets in collaboration with Cleveland Neighborhood Development Coalition, Cleveland State University (CSU's) Northern Ohio Data and Information Services and Baldwin-Wallace College.
 - TACTIC 4: Research and develop arts and culture performance and indicators dashboard and report findings to stakeholders, decision makers and the public.
 - TACTIC 5: Participate in the Ohio Cultural Data Project (OCDP) as related to CPAC's core competencies in public policy, research and capacity building.
- ◆ STRATEGY 2: Conduct research that examines the challenges and opportunities of the arts and culture sector.
- TACTIC 1: Identify and pursue research projects that address common cause issues within the arts and culture sector and between the arts and culture sector and other sectors.
 - TACTIC 2: Develop a sector-wide needs assessment reporting protocol through collaboration with the sector, CAC, local funders and OAC.
 - TACTIC 3: Regularly gather and disseminate trend and best practice information.
 - TACTIC 4: Periodically convene the arts and culture sector and community decision-makers to learn about and discuss research and implications