

Community Partnership for Arts and Culture Strategic Plan 2013-2016

Vision

Greater Cleveland's diverse arts and culture sector will be a leading partner in contributing to our community's vitality and enlivening the human experience.

Mission

To strengthen, unify and connect greater Cleveland's arts and culture sector.

Core Beliefs

Arts and culture is an essential asset in building and sustaining a vibrant, thriving greater Cleveland.

Arts and culture has a unique power to produce developmental, intellectual and emotional benefits for each individual and should be widely available and experienced by all people.

Creative and innovative ideas are central to our community's growth and development. Greater Cleveland benefits when leaders engage and support creative and innovative individuals and organizations.

Guiding Principles

CPAC fulfills its mission by providing leadership and working to:

ADVOCATE to influence priorities, policies and funding: Position arts and culture as a driving force in building a vibrant community, particularly where priorities, policies and funding decisions are determined.

INFORM to make sound decisions: Generate and disseminate objective research and advice that presents solutions for evolving arts and culture issues and opportunities, guides best practices, and demonstrates the relevant contribution arts and culture makes to the economy, community growth, education and quality of life.

INITIATE to capitalize on opportunities: Explore and pilot new approaches to expand the impact and strength of arts and culture organizations and individual artists.

CONNECT to expand collective impact: Create opportunities for arts and culture to work together, and as a sector, to align with the broader community around shared interests, issues and objectives.

Goal 1: Develop diverse resources to strengthen the arts and culture sector's capacity to deliver effective programs, services and experiences.

Strategy A: Maintain, grow and diversify arts and culture sector financial resources and capabilities.

Tactic 1: Support the cigarette excise tax renewal through research and analyses, community presentations, advocacy, organizing and training in coordination with the arts and culture sector.

Tactic 2: Collect information, maintain data and report on availability of revenues and capital resources to support and further the activity of artists and arts and cultural organizations.

Tactic 3: Cultivate relationships with public and private sector sources of financial support to increase awareness and understanding of the sector's financial strengths, weaknesses, opportunities and threats.

Tactic 4: Advocate for sufficient financial resources to support the sector and serve as a conduit when needed for available financial resources.

Tactic 5: Analyze, review and report on various local, state, regional and national models of financial support.

Tactic 6: Collect, interpret and share literature and tools on financial literacy, in conjunction with financial experts, through programming and client counsel.

Strategy B: Strengthen and nurture the arts and culture workforce.

Tactic 1: Collect information, maintain data and report on the volume, diversity and qualifications of employees in the sector as well as compensation trends, professional development activities and governance needs.

Tactic 2: Monitor, interpret and share literature, tools and programs on best practices in leadership, business development, innovation, social capital, civic engagement, operations, technology and research as well as other arts and culture trends.

Tactic 3: Offer specific counsel and referrals to artists and arts and culture organization staff and board members based on their needs.

Tactic 4: Connect local arts and culture leadership to national arts and culture perspectives and trends through webinars and other means.

Tactic 5: Serve as an intermediary between creative job opportunities and prospective talent.

Tactic 6: Communicate to institutions of higher learning the skills and abilities required of a qualified and diverse arts and culture workforce.

Tactic 7: Leverage existing workforce development services and opportunities, and bring to scale other professional development efforts, in conjunction with nonprofit and for-profit partners.

Strategy C: Increase awareness, accessibility, and availability of infrastructure to support the sector's activities.

Tactic 1: Collect information, maintain data and report on the availability and state of arts and cultural facilities, technology, data, shared services and other system resources using tools such as the Ohio Cultural Data Project.

Tactic 2: Conduct, collect, maintain, interpret and share research on audiences and community engagement.

Tactic 3: Explore the development of collective/shared services based upon sector strengths, weaknesses, opportunities and threats.

Goal 2: Generate and support public policies that sustain and advance the arts and culture sector as a partner in greater Cleveland's progress.

Strategy A: Build and implement a public policy agenda with the arts and culture sector.

Tactic 1: Conduct research to determine the local, state and federal legislative changes and priorities that would be meaningful to the sector's efforts.

Tactic 2: Monitor, analyze and report on the public sector's policy agenda and priorities in relationship to the arts and culture sector's priorities.

Tactic 3: Represent the sector at community meetings related to public policy.

Tactic 4: Consult with statewide service and advocacy organizations regarding similar priorities relative to arts and culture legislative work.

Tactic 5: Collect, analyze and report on local, state and federal arts and culture public policies and programs in relationship to local concerns and provide research and counsel on legislation, ordinances and related amendments.

Tactic 6: Convene an annual arts and cultural public policy think tank involving local, regional and national leaders.

Strategy B: Develop and maintain relationships with elected and appointed officials.

Tactic 1: Develop and maintain working knowledge of public officials in CPAC's service area through surveys, meetings and external data sources such as voting records.

Tactic 2: Build relationships with public officials through meetings, engagement on CPAC taskforces, presentations and opportunities for firsthand experiences with the sector.

Tactic 3: Form teams of arts and culture advocates from governmental districts to sustain and advance relationships and public policies with their elected officials.

Tactic 4: Organize an annual networking event with public officials and members of the sector.

Strategy C: Build relationships with various advocacy organizations in the region.

Tactic 1: Develop and maintain working knowledge of other advocacy organizations in the region and meet regularly with their leadership to discuss issues of common cause.

Tactic 2: Gather information about the goals, priorities and public policy agendas of other sectors such as neighborhood development, health, education, sustainability, etc.

Tactic 3: Engage the sector in advocacy efforts in support of other relevant campaigns and causes.

Tactic 4: Share information about arts-based approaches to community organizing related to civic priorities.

Strategy D: Train and support the arts and culture sector to participate more effectively within the civic realm.

Tactic 1: Conduct, or partner with other organizations to present, advocacy training on the legislative process and how to best engage with public officials.

Tactic 2: Develop, or partner with other organizations to adapt, and present community organizing training for members of the sector.

Tactic 3: Build the tools/templates to mobilize the sector to act on priority issues.

Tactic 4: Design an advocacy app/game for the sector.

Goal 3: Deepen understanding and inform public opinion about the state and impact of arts and culture.

Strategy A: Gather information that communicates and explains the current state and trajectory of the arts and culture sector.

Tactic 1: Conduct regular field and site visits with artists and arts and culture organization leadership as well as appropriate staff and board members to discuss opportunities and challenges.

Tactic 2: Develop and distribute an annual report on the sector's financial, human and infrastructure capacity and capabilities.

Tactic 3: Leverage existing models for collecting data on the financial state of artists and explore development of new tools where gaps exist.

Strategy B: Conduct regular and ongoing research that examines and establishes the value and impact of the arts and culture sector.

Tactic 1: Conduct economic cluster analyses that describe the scope and economic impact of the arts and culture sector at the discipline-level.

Tactic 2: Gather information focused on the impact of arts and culture as it relates to civic issues such as neighborhood development, health, education, sustainability, etc.

Tactic 3: Encourage the inclusion of arts and culture indicators within dashboards and research being conducted or sponsored by other civic development organizations.

Tactic 4: Monitor, interpret and distribute relevant research focused on the value and impact of arts and culture.

Tactic 5: Examine the value and applicability of arts indexes at the local level.

Tactic 6: Sponsor think tanks of research experts focused on solving specific arts and culture sector research problems.

Strategy C: Create a communications agenda and program concerning the many benefits of greater Cleveland's arts and culture sector.

Tactic 1: Develop and implement an annual presentation schedule for cross-sector leaders that advocates for the inclusion of arts and culture in their efforts.

Tactic 2: Conduct annual polling research to gauge the community's awareness, perceptions, understanding and support for the sector.

Tactic 3: Meet regularly with editorial boards and media outlets to discuss the role, intersection and impact of arts and culture in advancing community priorities.

Tactic 4: Monitor major community events and activities to synchronize communications efforts regarding the arts and culture sector to correspond with those activities.

Tactic 5: Collect qualitative information to create human interest stories and case studies regarding the impact of arts and culture and explore technology tools for sharing them.

Tactic 6: Develop tools for unifying messaging relating to the impact of arts and culture in the community.

Tactic 7: Partner with the arts and culture sector to develop artistic methods for understanding the role and impact of arts and culture in community such as games and apps.

Goal 4: Establish and enhance arts and culture sector connections, within and outside of the sector.

Strategy A: Build stronger relationships between and among members of the arts and culture sector.

Tactic 1: Develop and implement an annual schedule of Arts and Culture Roundtable meetings focused on matters of common interest to the arts and culture sector, paying particular attention to increasing awareness of civic issues.

Tactic 2: Establish and implement a Reading Roundtable focused on a wide range of non-fiction literature relevant to CPAC and the sector's work and priorities.

Tactic 3: Develop and implement arts and culture sector "behind the scenes tours" for members of the sector.

Tactic 4: Establish small affinity groups within the sector that meet periodically to discuss and share concepts of common interest; establish and host listservs and groups to maintain ongoing connectivity.

Tactic 5: Explore network mapping within the arts and culture sector to understand relationships between various members of the sector.

Tactic 6: Design an event that connects artists with opportunities at nonprofit and for-profit arts and cultural organizations; use social media, listservs and websites to provide access to ongoing opportunities at such organizations.

Tactic 7: Conduct outreach and build relationships with major for-profit arts-based employers in the region, such as design firms, sound recording studios, etc.

Strategy B: Build relationships between members of the arts and culture sector and other sectors.

Tactic 1: Designate members of the CPAC staff to follow specific sectors outside of arts and culture, and leverage CPAC board member knowledge of these sectors, to understand priorities, key leadership and arts and cultural interests.

Tactic 2: Author white papers that surface understanding and explore the intersection of the arts and culture sector with other sectors that includes health and human services, education, sustainability, etc.

Tactic 3: Collect information on the engagement of cultural leadership on civic boards to help cultivate additional involvement.

Tactic 4: Provide guidance and counsel to civic groups interested in engaging arts and culture resources in their efforts.

Tactic 5: Convene members of the arts and culture sector, together with representatives of other sectors, to discuss issues of common concern.

Tactic 6: Explore network mapping within the arts and culture sector to understand relationships with non-arts sectors.

Tactic 7: Explore cross-sector teams/brain trusts that develop solutions to identified civic issues such as 48-hour projects and lottery leagues.

Tactic 8: Invite members of other sectors to write guest blogs focused on arts and culture's engagement with their work.

Tactic 9: Pilot programs that draw attention to the intersection of arts and culture with other sectors, while simultaneously strengthening the sector.