

The background of the cover is a vibrant, abstract composition. A central lightbulb is depicted with a glowing yellow and white light emanating from its base. The bulb is surrounded by a chaotic and colorful array of paint splashes, streaks, and brushstrokes in shades of blue, red, yellow, green, and white. The overall effect is one of dynamic energy and creative expression.

HILLSBOROUGH ARTS COUNCIL

STRATEGIC PLAN
2020-2022





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This document reflects the vision, mission, and values of the Hillsborough Arts Council. It shares a strategy and a clear path toward achieving success during the next two years.

The plan is grounded on feedback obtained from extensive outreach to the community and stakeholders throughout Hillsborough County. Before selecting a strategy and planning for it, the Arts Council listened to the needs and visions of the community. Altogether, more than 5,000 people received invitations to express their views and 322 individuals participated.

Arts and culture are integral to the lives of Hillsborough County’s estimated 1.5 million residents, providing the area with economic vitality, rich cultural experiences, an innovative workforce, and increased quality of life. The strategic plan you’re about to read acknowledges our leadership role as Hillsborough County’s umbrella organization for arts and culture. It recognizes our commitment to providing cultural equity and access to arts and culture for all. The strategy includes three sub-strategies in 1) **Capacity, Partnerships and Monetary Resources**, 2) **Programming**, and 3) **Awareness**, along with dozens of methods for achieving our goals.

Vision

Our vision is a community where arts and culture are recognized as integral to the lives of all people.

Mission

Our mission is to ignite, advance, and promote arts and culture in every region of Hillsborough County.

Our Future

We're committed to lead the charge to ensure a healthy environment for arts and culture in this community for generations to come.

Values

We believe that arts and culture play a vital role in creating a vibrant and prosperous community.

We are committed to fostering cultural equity in our community through inclusiveness, accessibility, and diversity.

We recognize the importance of responding to the needs of the community through innovation, creativity, and collaboration.

We are passionate about providing informed servant leadership with integrity, transparency, and excellence.

We value the contributions of our local artists and are committed to their economic welfare.

Key Strategy

GOAL: To ensure that every citizen in Hillsborough County has equitable access to arts and culture.





Capacity, Partnerships and Monetary Resources

GOAL: Develop the capacity, partnerships, and monetary resources needed to ensure that every citizen in Hillsborough County has equitable access to arts and culture.

OBJECTIVE:

Grow partnerships with public and private organizations throughout the county to ensure that every citizen in Hillsborough County has equitable access to arts and culture.

METHODS:

- Develop a cultural constituent map divided by County Commission Districts that identifies artists, organizations, revenue sources, and needs.
- Identify and begin outreach to potential Arts Council partners within each district to discover partnerships that provide greater access to arts and culture for every citizen.
- Leverage and support expansion of the cities, county departments, agencies, and groups that offer arts and culture accessibility.
- Establish the Arts Council as a federating structure to explore mutual needs, facilitate communications, encourage collaborations, and promote best practices. Explore the feasibility of using this structure to convene cultural organization CEOs, marketing staff, development staff, and others to develop dynamic relationships among cultural organizations.

Develop the capacity of the Arts Council to provide accessibility resources to ensure that every citizen in Hillsborough County has equitable access to arts and culture.

OBJECTIVE:

METHODS:

- Educate and create clear language for boards, staffs, and elected officials about accessibility issues.
 - Define accessibility and provide language to explain the difference between inclusion, diversity, equity, access, and similar terms
 - Create a visual to explain why the Arts Council has chosen to focus on accessibility and how it is integral to best practices in art and cultural leadership
 - Develop a Community Engagement Policy, as advised by our community engagement consultant, that includes the scope of how and why we engage the community.
- Ensure that the Arts Council has adequate staff and that the staff is appropriately trained to execute the plans identified.
- Model best practices to arts organizations and provide valuable instruction in organizational development, including disaster preparedness and response.
- Find key outcome and performance measures to construct an impact measurement framework to enable the Arts Council to become a high-performing, data-driven organization.

Acquire financial resources to ensure that every citizen in Hillsborough County has equitable access to arts and culture.

OBJECTIVE:

METHODS:

- Model Solid Fiscal Stewardship: Continue to model best practices in fiscal stewardship by investigating additional opportunities to consolidate services with Hillsborough County to reduce operating costs to allow for greater program funding.
- Government Funding: Seek opportunities to increase government funding, including city, state, and federal funding streams. Analyze, prioritize prospects, build cases for support, and seek revenue from the most valuable opportunities.
- Earned Revenue: Use the federating structure to pursue opportunities to partner with existing arts discount plans or create other tools to increase access to arts, raise awareness of arts, and grow funds.
- Donated Revenue: Build credibility with the cultural sector regarding the value of the Arts Council to the community. Begin discussions regarding meeting unmet community needs, such as for a cultural plan, through contributions from individuals, corporations, and foundations.

“Arts washes away from the soul the dust of everyday life.”
— Pablo Picasso



Programming

GOAL: Develop programs to ensure that every citizen in Hillsborough County has equitable access to arts and culture.

OBJECTIVE:

To offer grants that offer accessibility to arts and culture throughout Hillsborough County.

METHODS:

- The Arts Council will work closely with organizations and artists, both existing grantees and new ones, to instill confidence in completing grant applications by providing workshops, technical assistance, and other resources.
- The Arts Council will continue to monitor and implement best practices nationally in local arts agency grantmaking, including streamlining the grant application and management process for applicants and recipients.
- The Arts Council will continue to investigate annually how each separate grant process and application rubric best aligns with issues of community engagement and accessibility.

OBJECTIVE:

To offer programming that builds art and culture and accessibility throughout Hillsborough County and to demonstrate that the Arts Council is the arts and culture resource hub, especially for accessibility.

METHODS:

- Launch Art Battle opportunities in four county districts, including local artists as well as a youth component.
- Stimulate “random acts of culture” in districts throughout the county. These pop-up arts events take place within the fabric of a community – for example, an opera at a train station, ballet dancers at a farmer’s market, or an orchestra concert in a crowded food court. These planned “chance encounters” expose citizens to arts experiences in locations that are part of their daily life without cost or transportation requirements. They are also accessible to people with differing educational backgrounds, which research has shown is a barrier to entry in the arts.
- Continue the IDEAs in Action Series or similar events to promote and educate our community on inclusion, diversity, equity, and access.
- As the Arts Council grows in its understanding of accessibility opportunities and issues, add, change, and explore new programs.

Awareness

GOAL: To ensure that every citizen in Hillsborough County has equitable access to arts and culture by broadening awareness of existing and emerging opportunities.

OBJECTIVE:

Keep citizens, artists, and arts organizations aware of and accessing arts and culture throughout the County.

METHODS:

- Work toward establishing the Arts Council as the clearing house of information about arts and culture in Hillsborough County.
- Model accessibility improvements at the Arts Council by sharing our own upgrades.
- Shout-out artists and art organizations that model exceptional accessibility.
- Gather artists together to explore how they can increase their connections to art consumers.
- Use appropriate media to support the objective and each of the above methods.

OBJECTIVE:

To help citizens, artists, and arts organization to learn about the Arts Council and its resources.

METHODS:

- Continue to use media relations and other outreach to help citizens become aware of the Arts Council as a clearing house for information and as a resource to encourage greater involvement by every citizen in the arts and culture of the community.
- Explore and select emerging awareness techniques and tactics that improve the Arts Council to reach new audiences and communities.
- Keep Commissioners and City Council members aware of activities promoting equitable access, so that they can keep residents informed through their constituent communications.

"If you ask me what I came to do in this world, I, an artist, will answer you: I am here to live out loud."

— Emile Zola



Hillsborough Arts Council

Long-Term Impact

Using an independent measurement framework, the Arts Council is working toward the goal of achieving desired community outcomes. This framework for collecting data and identifying impactful outcomes was also achieved with community support and feedback. Many of the same stakeholders invited to participate in the development of the strategic plan for 2020-22 were once again asked to provide input on creating meaningful metrics to evaluate our success for not only this strategic plan, but far into the future.

LONG-TERM OUTCOMES:

- Ensure arts and culture are accessible for all (directly relates to the key strategy identified in the current strategic plan)
- Hillsborough County is a vibrant and diverse cultural landscape
- Culture is recognized in every part of our community
- Hillsborough County residents experience an increase in standard of living
- Everyone recognizes the value of the cultural sector in the economy

We recognize that these are long-term outcomes that may not be realized in the two years we are working on this strategic plan; however, these are the lasting impacts we are working to create for Hillsborough County residents.

LOGIC MODEL:

A logic model is a systematic way to present and share an initiative’s understanding of the relationships between the resources they operate with, the activities they conduct with their investments, and the changes or results they hope to achieve through these efforts. (*W.K. Kellogg Foundation 2004*)

This logic model reflects is a guide to planning activities and evaluating the progress toward reaching the long-term outcomes.

To best understand the logic model, here are the definitions of terms we are using:

- **Inputs:** All of the resources that fuel the work of the Arts Council.
- **Outputs/Activities:** How the resources are deployed.
- **Short-term Outcomes:** The results that occur immediately after an intervention. They describe the direct result of the activities, which may include an increase in knowledge or skills, and/or a shift in attitudes.
- **Medium-term Outcomes:** The results that occur if participants go out into the world and apply short-term outcomes. These are more indirect, because there are other factors that influence whether such outcomes will materialize.
- **Long-term Outcomes/Impact:** The results that occur if the organization serves a large number of people who consistently experience medium-term impacts.

Please note: As time goes on, the logic model may change to reflect new resources (inputs) or activities that influence the outcomes. It will continue to be updated as needed.

Logic Model





Hillsborough Arts Council Measurement Framework

In order to reach both our strategic plan goals as outlined and to create the long-term, lasting impact outcomes identified as important to the community, the Arts Council will evaluate our progress against a measurement framework.

The Arts Council will be evaluated in an ongoing basis using the following criteria:

WHAT WAS DONE BY THE ARTS COUNCIL?

1. Number of individuals served
2. Number of activities and events conducted

HOW WELL WAS IT DONE?

1. Percent of stakeholders who are satisfied with the Arts Council
2. Positive change in arts-based collaboration success
3. Increased awareness of the Arts Council

HOW ARE PEOPLE BETTER OFF?

1. Rate of access and inclusivity
2. Percent of artists and arts organizations achieving success
3. Increase or maintain high levels of local economic impact
4. Improve or maintain high levels of social impact

Each of these criteria comes with it specific data we are committed to collecting to make the Arts Council, as stated in the strategic plan goal, a high-performing and data-driven organization. As we evaluate progress for each metric, we will achieve our goals for 2020-22 and work toward the long-term community outcomes.





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