

Strategic Plan

for 2017 – 2020



ARTS COUNCIL
HILLSBOROUGH COUNTY



ARTS COUNCIL

HILLSBOROUGH COUNTY

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As the Arts Council celebrates its 50th anniversary in 2017, we are also charting a bold and innovative path for the future. This plan reflects the vision, mission and values of the Arts Council of Hillsborough County, and lays out a clear path of achieving the Arts Council's goals over the next three years from October 2017 – September 2020.

It is a dynamic and living document that will be reviewed biannually. Each review will assess what objectives have been met, if the objectives are still relevant, and if any objectives need to be added.

Grounded in feedback obtained from extensive outreach to the community and stakeholders throughout Hillsborough County, our strategic plan seeks not only to build upon existing programs and partnerships, but also to develop new ideas and strengthen relationships countywide.

Arts and culture are integral to the lives of Hillsborough County's 1.3 million residents, providing the area with economic vitality, rich cultural experiences, an innovative workforce, and increased quality of life.

Our strategic plan acknowledges the Arts Council's leadership role as Hillsborough County's umbrella organization for arts and culture, and recognizes our commitment to providing cultural equity and access to arts and culture for all.

The strategic planning process has allowed the Arts Council to identify the following pillars and accompanying goals and objectives to guide us over the next three years. This plan will inform every decision we make and every initiative we undertake. You won't find it gathering dust on a shelf. The Board and staff are committed to successfully implementing the plan in order to best serve all citizens of Hillsborough County through arts, culture, and creativity.

Thanks so much to everyone who generously shared their time and insight in the development of this plan. If you have questions or comments, please reach out to us at info@tampaarts.org.

Sincerely,

Martine Meredith Collier
Executive Director

WHO WE ARE

The Arts Council is the local umbrella arts agency that provides a unified voice for all cultural organizations and activities in the greater Tampa and Hillsborough County region and promotes the good news about the cultural vitality of our community to a national audience.

WHAT WE DO

The Arts Council is committed to lead the charge to ensure a healthy environment for arts and culture in this community for generations to come. We galvanize widespread support for arts and culture while also providing grants, unified marketing efforts, research, and advocacy to help our entire cultural community thrive.

WHY WE MATTER

Our efforts play a vital role in making Tampa and Hillsborough County more appealing to new residents, tourists, and employers looking for a new home.

For further information, please visit our website, TampaArts.org.

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 support, promote and advance arts and culture.

VALUES

1. We believe that arts and culture play a vital role in creating a vibrant and prosperous community.
2. We are committed to fostering cultural equity in our community through inclusiveness, accessibility, and diversity.
3. We are committed to responding to the needs of the community through innovation, creativity, and collaboration.
4. We are passionate about providing informed servant leadership with integrity, transparency, and excellence.
5. We are committed to nurturing a supportive and cohesive work environment through teamwork, flexibility, and respect.

THREE PILLARS

Provide
exemplary
programs
and services



Broaden
awareness of
the value of
arts & culture



Diversify
and increase
revenue
streams



Provide exemplary programs and services



GOAL: Ensure programmatic excellence, effectiveness, and relevance in all Arts Council programs and services. Ensure all services reflect constantly changing community needs.

OBJECTIVE:

Effectively manage and evolve Arts Council resources to address changing needs, circumstances, and funding levels.

STRATEGIES:

- Develop organizational processes to allow the Arts Council to operate more efficiently and effectively in its delivery of programs and services.
- Evaluate existing programs and services to ensure that they are in alignment with best practices of local area arts agencies nationally.
- Partner with other public agencies and members of the private sector to maximize the potential for the integration of arts and culture across the county and region.
- With invigorated public will, work to secure additional resources.

OBJECTIVE:

Assess community needs on an ongoing basis.

STRATEGIES:

- Review the Strategic Plan biannually to ensure that the Arts Council is meeting the identified goals and objectives.
- Survey the community annually to identify any new and/or changing needs.
- Modify the Strategic Plan as needed to remain relevant to the citizens of Hillsborough County.

GOAL: Develop systems surrounding cultural equity and inclusion to ensure that every citizen in Hillsborough County has equitable access to arts and culture.

OBJECTIVE:

Explore opportunities to provide greater access to arts and culture.

STRATEGIES:

- Research programs nationally that have successfully increased access to the arts.
- Explore partnerships with other public/private agencies, neighborhood groups, and underserved rural areas of the county to ensure geographic access to a broader range of arts and cultural opportunities.
- Increase the accessibility of the Arts Council's programs and services to people with disabilities

OBJECTIVE:

Bring more community attention to issues of cultural equity.

STRATEGIES:

- Benchmark current level of diversity in county cultural and education programs to be able to track annual increases.
- Plan and implement a community summit with nationally recognized thought leaders on the topic of cultural equity.

OBJECTIVE:

Ensure that the Arts Council models best practices in cultural equity and identifies diverse voices to help to shape arts policy.

STRATEGIES:

- Endeavor to ensure that all promotional materials of the Arts Council reflect the full diversity of Hillsborough County citizens.
- Continually review Arts Council grant application eligibility, guidelines, and funding levels to ensure alignment with best practices in cultural equity nationally.
- Develop a 3-year plan to increase diversity among the Arts Council board, grant panels, and teaching artists.

Broaden awareness of the value of arts & culture



GOAL: Increase public awareness of the breadth, diversity, and importance of arts and culture to foster civic pride and advance economic development.

OBJECTIVE:

Create pathways to effectively promote the full extent of county cultural offerings to a local, regional, and national constituency.

STRATEGIES:

- Produce and distribute an annual publication that highlights the locations and activities of all nonprofit cultural locations in Hillsborough County.
- Develop a single organizational website containing information currently available on several Arts Council sites to better unify messaging and make arts and cultural information more easily accessible.
- Create a separate section on our website that provides detailed information about all arts education opportunities available county-wide for both teachers and parents.

OBJECTIVE:

Build public recognition of the value of arts and culture to community and economic development.

STRATEGIES:

- Highlight and promote arts innovation, the value of the arts, and successful arts programs.
- Publicize the outcomes of Arts and Economic Prosperity 5 to the citizens of Hillsborough County, elected officials, and business leaders.
- Develop an advocacy and awareness tool utilizing economic impact data, as well as other national, state, and local research, to cohesively and consistently communicate the value of arts and culture to citizens and elected officials.
- Initiate a public awareness campaign that includes PSAs, interviews, editorials, and a Speaker's Bureau.

GOAL: Establish the Arts Council as an effective thought leader and countywide champion for arts and culture by expanding the organization's visibility through rebranding and greater credibility as a community partner.

OBJECTIVE:

Establish the Arts Council as a credible and helpful source of information to assist in larger community initiatives.

STRATEGIES:

- Actively pursue opportunities to participate in economic development discussions and other community issues of concern where arts and culture may inform the conversation.
- Work to provide practical services to constituent organizations and artists.

OBJECTIVE:

Rebrand the Arts Council to provide consistent messaging and emphasize a broader definition of arts and culture.

STRATEGIES:

- Revamp website and logo.
- Develop consistent messaging points.
- Consider a more inclusive name.

OBJECTIVE:

Increase awareness of Arts Council's critical role in providing arts education services in Hillsborough County.

STRATEGIES:

- Promote arts in education initiatives more broadly in all media forums.
- Implement strategies to increase awareness among parents, teachers, and PTA groups of the programs and services provided to K-12 students through the Arts Council.
- Organize an Arts Integration Symposium to bring new research and best practices nationally to local educators and school administrators.

Diversify and increase revenue streams



GOAL: Implement a comprehensive development plan designed to increase revenues by expanding community partnerships.

OBJECTIVE:

Develop a system to allow for tax deductible giving through an affiliated nonprofit.

STRATEGIES:

- Establish a nonprofit collaborative organization to allow support from foundations and corporations.
- Implement a model for providing broader citizen engagement through events and activities that also increase revenue.

OBJECTIVE:

Identify opportunities to increase earned revenue through partnerships, contracts for services, or other sources.

STRATEGIES:

- Review revenue streams utilized by other local arts agencies nationally.
- Identify opportunities to obtain and fulfill contracts for services.

COMMUNITY SURVEY RESULTS

This plan is grounded in feedback gleaned from extensive outreach to stakeholders throughout Hillsborough County. Here is a quick look at these efforts:

100+
stakeholder
interviews

163
in-person “listening
tour” meetings

1,000+
survey responses

Who participated?

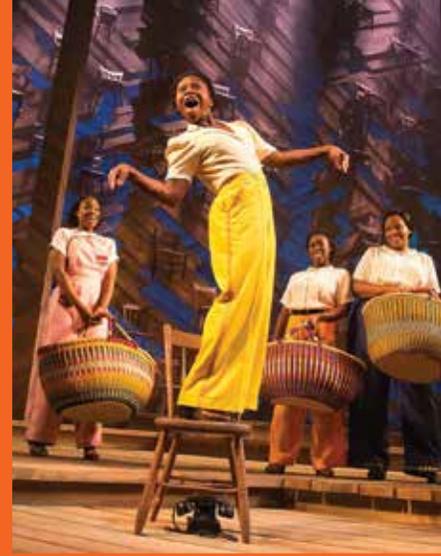
Arts administrators, professional artists, arts educators, arts volunteers, educators, business leaders, nonprofit employees, government employees, arts patrons, elected and appointed officials, foundation funders, nonprofit board members, current grantees, former grantees

What should be the Arts Council's top three priorities?

1. Provide exemplary programs and services
2. Broaden awareness of the value of arts
3. Diversify and increase revenue streams

What are the biggest challenges facing Hillsborough County's arts community?

1. Difficulty marketing and promoting arts and culture
2. Lack of recognition of the economic value of arts and culture
3. Lack of recognition of the significant contribution of arts and culture to health, education, and developing a creative workforce
4. Funding challenges



*“Change is the law of life.
And those who look only
to the past or present are
certain to miss the future.”*

— John F. Kennedy



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