

## ASC Strategic Plan 2015

**Our Vision:** A vibrant cultural life for all.

**Our Mission:** Ensuring access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg Region

ASC's identity remains what it has been for many years:

- The community's chief advocate for arts, science and history
- A gatherer and steward of public and private community resources
- An investor of resources and services into the cultural sector and community
- A connector that ensures young people's education is grounded in creativity and critical thinking skills
- The cultural planner for the community's cultural sector
- The public art agent for the City and County

ASC's new strategic direction is built upon community input articulated in the 2014 Cultural Vision Plan and recommendations of the Cultural Life Task Force which examined the funding platform for local arts, science and history programming. This plan signals ASC's evolution from solely a fundraising vehicle for which success has been measured by dollars raised, to an investment vehicle whose success is measured by the impact of deploying a range of resources. The new ASC is an innovative service provider to the cultural sector whose success will be measured by the adaptability and sustainability of its institutional partners and creative individuals. Gathering resources remains important, but creating connections among institutions and individuals throughout the community that celebrate and amplify investment in the cultural sector and its programming becomes ASC's driving force and motivation for meaningful change.

**Our Goals:**

- Serve as a resource hub for strategy, standard setting, and capacity building for the cultural community.
- Advocate for the regional cultural community to build community engagement in its cultural life.
- Ensure the financial stability of the cultural sector

**Legend for Funding Needs:** \$=small amount needed in addition to current budget, \$\$=under \$100k needed, \$\$\$=over \$100k needed

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### 1. Serves as a resource hub for strategy, standard setting, and capacity building for the cultural community.

Strategy	Funding/ Resource Needs	Staff Leadership Role	Board role	Time Frame
Leverage data collection, analytics and distribution to sector to become a premier cultural community using Big Data <ul style="list-style-type: none"> <li>Complete the plan for ASC's Big Data program so data is accessible to ASC and cultural partners for strategy development.</li> </ul>	None to create plan, \$\$-\$\$\$ to implement	Operations & Community Engagement	Board Big Data Task Force	By Q1 FY16
Establish policies and practices to ensure ASC's programs and services are accessible to all economic levels, residents, neighborhoods, demographics.	--	Leadership Team	Programs and Services Committee	By Q2 FY16
Expand ASC convener role <ul style="list-style-type: none"> <li>Utilize new Advisory Councils</li> <li>Provide networks for creative individuals, cultural organizations, and community at large</li> </ul>	None.	Leadership Team	Programs and Services Committee will articulate what this will look like,  Advisory Council Chairs	First Advisory Council meetings Q3 FY16
Institutionalize skill development and capacity building for cultural partner staff and boards and creative individuals. <ul style="list-style-type: none"> <li>Develop ongoing assessment system to determine professional and skill development needs.</li> </ul>	Add staff position to run all training programs. (\$100k)	Programs & Service	Program and Services Committee oversight	Q1 FY17 (ramp up to this)
Determine how we measure impact of cultural sector. <ul style="list-style-type: none"> <li>Explore investment in Cultural Data Project system, develop scorecard</li> </ul>	\$\$	Cultural & Community Investment	Program and Services Committee oversight	FY16

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### 2. Advocates for the regional cultural community to build community engagement in its cultural life.

Strategy	Funding/ Resource Needs	Staff Leadership role	Board role	Time Frame
Establish a regional cultural coalition made up of key arts councils and institutions, civic, business partners to: <ul style="list-style-type: none"> <li>• Serve as a regional lobbying entity and advocacy body</li> <li>• Inventory regional cultural assets</li> </ul>	None now, But staff support will be needed as this takes shape.	Executive	Need 1 Board partner to work with Robert to form the coalition.	By FY 18  (ramp up prior to that)
Build Board ownership of ASC advocacy plan <ul style="list-style-type: none"> <li>• Inform members about prioritized target audiences and related messaging</li> <li>• Provide status reports about advocacy efforts</li> <li>• Indicate specific roles to be taken on by Board members</li> </ul>	\$\$  Realign staff to adequately meet advocacy needs.	Community Engagement	Community Engagement Committee – oversight and Board recruitment for these roles	Q1 FY16
Build Board ownership of ASC community engagement plan <ul style="list-style-type: none"> <li>• Inform members about prioritized target audiences and related efforts</li> <li>• Provide status reports about community engagement efforts</li> <li>• Indicate specific roles to be taken on by Board members</li> </ul>	None.	Community Engagement	Community Engagement Committee – oversight and Board recruitment for these roles	Q1 FY16
Plan and execute a brand evolution for the cultural community and ASC		Community Engagement		

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### 3. Ensures the financial stability of the cultural sector

Strategy	Funding/ Resource Needs	Staff Leadership role	Board role	Time Frame
<p>Re-design fundraising to meet varied interests of current and potential funders, and concentrate ASC fundraising strategies on activities best managed by ASC and those supporting ASC-delivered activities.</p> <ul style="list-style-type: none"> <li>• Cultivate public funding</li> <li>• Stimulate workplace giving</li> <li>• Solicit corporations and large donors</li> <li>• Seek foundation grants</li> <li>• Create sponsorship opportunities</li> <li>• Funding for unique/gap programs</li> <li>• Use Advisory Councils as input and feedback source</li> </ul>	<p>\$\$-\$\$\$ Will be assessed as specific plan, staffing plan and timeline developed</p>	<p>Community Engagement</p>	<p>Board focuses on strategy and metrics for the cultural community at a high level. Build 'score card' and annual reporting framework.</p>	<p>Q1 FY16 (incremental change annually)</p>
<p>Linked tightly to fundraising goals/results, redesign all funding programs for the cultural sector to reflect changing community priorities, to include but not limited to:</p> <ul style="list-style-type: none"> <li>• Operating support</li> <li>• Project grants</li> <li>• Education funding</li> <li>• Individual artists support</li> <li>• Fee for Service programs</li> <li>• Incentive system</li> <li>• Established standards for excellence</li> <li>• Panel system</li> </ul>	<p>None now.</p>	<p>Cultural &amp; Community Investment &amp; Community Engagement</p>	<p>Full Board knowledge of staff decisions.</p>	<p>Q1 FY16</p>

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Develop clear agreement among Leadership Team and Board about inflow and outflow plan for shifts, and related communication plan to cultural community and community at large.	None.	Community Engagement	Hears plan and talking points, prepares to execute them.	May 2015
Continue to implement Cultural Education Blueprint and align ASC programming with it. <ul style="list-style-type: none"> <li>• Expand funding for school grants program.</li> <li>• Restore field trips for every grade level.</li> <li>• Continue/grow Studio 345</li> <li>• Expand Wolf Trap Program</li> <li>• Increase amount of grant funds available and double number of Education Providers in ASC Education Schools Grants Program.</li> </ul>	\$\$\$	Education	Active involvement in overview of program and ownership by Board of education efforts	Ongoing
Utilize public art as cross-functional strategy to reach our public as an audience by creating stratified engagements that have opportunities for access and participation. <ul style="list-style-type: none"> <li>• Create comprehensive geographic approach to public art implementation and align with public sector focus areas (i.e. City's CNIP plan)</li> </ul>	None  None/\$	Public Art	Deeper engagement by ASC Board in understanding and supporting efforts of the Public Art Commission	Ongoing

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### Internal Priorities Related to these Goals/Strategies

Continually evaluates programs and services provided by ASC on behalf of the cultural community

Strategy	Funding/Resource Needs	Staff Leadership role	Board role	Time Frame
Annually or biannually, evaluate programs delivered or proposed using metrics on <ul style="list-style-type: none"> <li>• Short and long term goals</li> <li>• Targeted participation</li> <li>• Help determine best provider ASC or Cultural Partner(s)</li> <li>• Funding sources</li> </ul>	Depends on evaluation sources.  Seed \$ to develop system.	Provides data and guidance to Executive Strategy committee. Katherine M. / Robert B.	Executive Strategy Committee oversight and plan development.	Develop sequence of review by January 2016
Communicate process for evaluating ASC program delivery to various constituents: <ul style="list-style-type: none"> <li>• Participating organizations</li> <li>• Participants</li> <li>• Referral sources</li> </ul>	None.	Leadership Team	Entire Board knowledge, ability and commitment to communicate.	FY16

### Human Resources and Technology

Strategy	Funding/Resource Needs	Staff Leadership Role	Board involvement	Time Frame
Align ASC staff and resources to execute on plan and strategic objectives <ul style="list-style-type: none"> <li>• Conduct a comprehensive HR staff/workload audit to support strategic objectives</li> <li>• Target professional development for ASC staff.</li> </ul>	\$\$-\$\$\$ Subject to needs that emerge.	Operations	Administration/Ops Committee oversight.	

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Develop and implement a 5-year technology plan that includes <ul style="list-style-type: none"> <li>• Evaluation of current infrastructure, incorporating risk-assessment and a replacement plan.</li> <li>• New online giving platform, integrated donor prospect management system.</li> <li>• ASC contact management and constituent database.</li> </ul>	\$ for plan  \$\$ for implementation.	Operations	Involvement of a Board member(s) that has expertise.	
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### What does success look like?

Through this plan ASC is helping to create a more vibrant cultural life for our community, with outcomes as follows:

- All creative endeavors operate at a high standard of excellence.
- The region demonstrates appreciation for the role of creativity and innovation.
- Public art is a greater player and contributor to community pride and economic development efforts.
- Regional participation in cultural programs and education offerings is high.
- Innovative, emerging creative activity is in evidence that engages audiences
- Cultural activity is accessible to and reflects our changing community
- The region contains healthy cultural institutions that have the capacity to operate and sustain themselves
- The region nurtures an environment that attracts and grows the number of creative individuals who live and work in our region
- Resources are strengthened and cultivated to support increased cultural activity

Progress in each strategic area will be measured on a regular basis using board approved metrics and measures, and results will be shared broadly and regularly with the community.

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