



Strategic Plan | 2021-2024

Completing its strategic plan's 2017-2020 phase, the Council on Culture & Arts (COCA) held a series of committee meetings to review the results. As a result, COCA created a refreshed version of the Strategic Plan to best address multiple factors at play. This refresh addresses pandemic recovery and DEI priorities while staying aligned with the four pillars of the current Cultural Plan- Operations & Budget; Education; Funding & Facilities; and Marketing & Communication. This refreshed plan will guide COCA's choices over the next few years.

The strategic and cultural plans should address COCA and our community's current needs and issues. Two primary factors continue a crucial sector recovery effort to mitigate the negative impact of the COVID-19 global pandemic on the arts and culture industry and a need to increase Diversity, Equity & Inclusion (DEI) practices in COCA's programs, services, and operations. The 2013-2014 Cultural Plan expires in 2024. Efforts to create a new Cultural Plan, which would incorporate different objectives and goals, will begin in 2023. Steps to create a new COCA strategic plan will start in 2024.

Vision:

COCA envisions a vibrant and thriving creative community that enhances the quality of life and economic vitality.

Mission:

COCA's mission is to serve and support the community by promoting and advocating for arts and culture in Florida's capital region.

We value:

- **Collaboration**, and we provide opportunities for residents and visitors to connect with the creative community.
- **Integrity**, and we engage in transparent and honest practices, striving for excellence in our stewardship of resources.
- **Inclusivity** within our cultural community, and we promote the acceptance of diverse individuals, ideas, and artistic expressions.

INTERNAL PRIORITIES

COCA aligned its Strategic Plan with the focus areas listed in the Cultural Plan (Marketing, Education, and Funding & Facilities), as instructed in the Plan Implementation section of the 2014 Cultural Plan.

Per COCA's analysis of Strengths, Weaknesses, Opportunities, and Strengths (SWOT) analysis (Exhibit A), COCA's strategic priorities over the next three years include:

- Work with the arts & culture sector on pandemic recovery efforts. *
- Align operations with the local arts agency (LAA) statute.
- Diversify funding and seek additional non-restrictive funds to meet multiple organizational needs.
- Hire and maintain highly skilled staff.
- Incorporate diversity, equity, and inclusion throughout the organization. +

COCA's Cultural Equity statement: <https://www.tallahasseearts.org/about-coca/mission-history-values/>

COCA's reporting mechanisms include City and County Mid-Year and End of Year Reports. These reports address the status of deliverables associated with the goals and strategies outlined in COCA's contracts with the City of Tallahassee and Leon County governments. They also address other mission-driven services outside the Cultural Plan and our government contracts.

COCA's reporting:

- Present Mid-year & End of Year reports to the City of Tallahassee & Leon County governments.
- Assess annual budget & participate annually in City and County budget cycles.
- Meet with staff from the Tourism Division and the City of Tallahassee regarding budget needs on an annual basis.

COCA will work with appointed Board of Directors members as ambassadors to forward current cultural arts and Cultural Plan initiatives. With support from City & County governments, the new Cultural Plan process led by an experienced, professional cultural plan contractor would begin in FY23, with a new plan launching in 2024-2025.

Additionally, reporting related to new initiatives over the next three years includes:

- Annual Meeting: Part of a larger "State of the Arts" report associated with a Strategic Plan progress report to the public.
- AEP6: Arts & Economic Prosperity Study with Americans for the Arts and 386 other cohort partners. Americans for the Arts will compile the data in a report released nationally in September 2023.

OPERATIONS AND BUDGET

COCA's budget will address all areas aligned with the Objectives and Goals of each program area listed in this report. The budget goals aligned with the Cultural Plan include, but are not limited to:

- Sustain & increase funding for the local arts and cultural community.
- Fund COCA's programs & general operations to grow its budget without competing with local arts.
- Build out COCA infrastructure and services to meet sector needs. *+
- Find an affordable, permanent home that aligns with COCA's operations budget.

EDUCATION

* Pandemic recovery

+ Diversity, equity & inclusion

Goal

To provide educators and students of all ages and backgrounds equitable access to arts, cultural, history, and heritage information, resources, and learning opportunities in the community. +

Objective 1

Through in-person and digital means, support educators with information, including funding opportunities, partnerships, classroom content, technical assistance, and consulting.*+

Strategies (Annual):

- Continue the monthly emailed Arts in Education Newsletter (AIEN).
- Update and expand online directory listings of educational organizations.*
- Update and expand the online Help for Educators (HFE) page.
- Integrate the Arts Education Grant (AEG) program into COCA's online grant system (Submittable).
- Attend monthly virtual and in-person meetings of local arts educators and provide individual technical assistance/consulting on arts education matters.*+
- Offer one professional development workshop of specific interest to arts teachers in the Capital City region in the Fall and Spring semester.
- Relaunch the Help for Educators online resources in collaboration with Artsopolis, COCA's website services vendor.

Metrics (Annual):

- Publish 12 monthly AIEN newsletters.
- Include 15 items for each AIEN newsletter.
- Increase AIEN subscription base by 20 new subscribers annually.
- Add 10 new listings to the HFE web page.
- Update current educational organization listings and recruit 5% more submissions from the previous fiscal year with specific attention to diversity.+
- Recruit 5 AEG applicants from Title 1/underserved/high minority schools.+
- Ensure 50% of the AEG review panelists are representative of Title 1/underserved/high minority schools.+
- Attend 6 local arts educators' meetings, either virtually or in person.*
- Provide consulting to 12 local arts teachers. *+
- Host 2 professional development opportunities for arts teachers.

Objective 2

Provide accessible digital and in-person information about educational programs available to diverse lifelong learners of all ages and offer providers free promotion of their offerings. **

Strategies (Annual):

- Promote Classifieds and Classes/Workshops listings to program providers and students, both residents and visitors.
- Write arts education articles for publication in the Tallahassee Democrat.
- Promote arts education programming at schools and cultural institutions through social media.
- Share arts education content on Leon County Schools (LCS) website.
- Elevate relationships with local colleges and universities to inform students about local cultural resources.

Metrics (Annual):

- Increase adults and kids Classes/Workshops listings on the Tallahassee Arts Guide (TAG) by 5% from the previous fiscal year.
- Promote learning opportunities to residents and visitors in newsletters and social media.
- Increase education-related Classifieds listings by 5%.
- Write 12 education articles for publication in the Tallahassee Democrat.
- Publish 4 "Behind the Scenes" (BTS) Facebook albums featuring arts educational programs at a school or cultural organization.
- Share 12 AIEN on the LCS website.
- Share 12 COCA arts education articles on the LCS website.
- Attend 4 university events or classes to represent COCA and offer information.

Objective 3

Provide exhibition and performance options and learning opportunities for those interested in exploring or pursuing a career in the arts.

Strategies (Annual):

- Administrate the Art in Public Places (APP) program and assist local artists in promoting their work to the public.
- Provide free, public, and virtual Artist Talks with exhibiting artists.*
- Produce the annual Winter Festival Youth Art Exhibition for local art teachers and students.
- Create a unique 'Treasure Hunt' to engage gallery goers with the artwork on display at every public art exhibition.
- Host student interns, externs, and volunteers so individuals can hone their skills as arts administrators and future cultural leaders.
- Offer arts-related professional development opportunities.

Metrics (Annual):

- Curate 10 free public exhibitions (virtually and in-person) featuring a diverse representation of artists.+
- Increase submissions by 5 artists of color to the annual group exhibitions.+
- Host 5 virtual Artist Talks to complement solo/group exhibitions and make the recording available online.*+
- Display 60 pieces of student artwork from 30 area schools, 15 of which are Title 1/underserved/high minority schools.+
- Provide at least 1 funding opportunity for teachers participating in COCA programs and exhibitions *funding contingent on the Department of Arts & Culture (DAC) Partner Grant. *+
- Create a 'Treasure Hunt' for each exhibition with 8 clues related to the artworks on display.
- Host 2 student interns/externs/volunteers in any COCA program area.
- Host 4 public, professional development workshops (virtually and in-person) on assorted topics, with 2 geared explicitly to arts teachers.

FUNDING & FACILITIES

* Pandemic recovery

+ Diversity, equity & inclusion

Goal 1

Assist the arts and cultural community in the Capital City region with funding and facility resources to help them sustain and advance their missions. **

Objective 1

Facilitate increased access to public and private funding opportunities for arts and cultural organizations and expand the amount of unrestricted funding available to the cultural community through Leon County and the City of Tallahassee. **

Strategies (Annual):

- Research public and private funding opportunities for the local cultural community and communicate opportunities to the field weekly. *
- Research and apply to external funding opportunities to meet the needs of COCA.*
- Align COCA's grant program with the ongoing needs of the arts, culture & heritage sector.**

Metrics (Annual):

- Provide at least 2 funding opportunities per month to the field via classified and COCA newsletters. **
- Increase the database of funding opportunities for COCA by 2%.**
- Submit at least 4 external funding applications per year for COCA.**
- Incorporate 2 learnings from the annual public review of grant programs and guidelines through the grant subcommittee, panelists and applicant survey, and staff review process. **

Objective 2

Increase the reach of COCA's grant programs to include funding for a broader range of organizations through an inclusive publicly funded grant program on behalf of Leon County and the City of Tallahassee.**

Strategies (Annual):

- Advocate for City and County government officials to address the funding needs of the arts and cultural community through biannual meetings.**
- Work with City and County to integrate arts & culture into existing and new funding programs that are not primarily arts & culture focused through annual review of municipal programs.**
- Survey to assess the funding needs of the arts, culture & heritage sector.**

Metrics (Annual):

- Host a "State of the Arts" community forum annually to report on sector status and advocate for ongoing support.**

- Discuss with directors of other City and County departments opportunities to integrate arts, culture & history into their programs.*+
- Present survey findings with city and county officials and discuss the funding needs of COCA and the arts, culture & heritage sector.*+

Goal 2

Ensure arts and cultural organizations have access to adequate facilities to present their programs to the community. *+

Objective 1

Provide technical assistance to local arts and culture organizations to acquire/maintain/expand cultural facilities for the Capital City Region.

Strategies (Annual):

- Confirm available resources for facility improvements, renovations, and construction with the City, County, and State annually.*+
- Finalize all Cultural Facilities Matching Grant (CFMG) projects.
- Assist the City in creating and defining Community Redevelopment Agency (CRA) arts/culture facility grant opportunities.*+

Metrics (Annual):

- Share at least 2 funding opportunities annually for facilities with the sector.
- Incorporate assessment of facility needs into 2 sector surveys.
- Present annual workshop to address state facilities funding opportunities.*+
- Close out all CFMG projects by FY23.
- Address local cultural facility needs with City and County. *+
- Share cultural facilities grant program documents with the CRA and discuss current arts/culture facility grant opportunities.

Objectives 2

Increase and update venues in the venue directory with relevant amenities and share opportunities with cultural organizations to accommodate their programming needs.*+

Strategies (Annual):

- Update and add venues to the COCA Venue Directory.
- Increase community awareness of restarting/reopening efforts of cultural venues in the Capitol City region. *+

Metrics (Annual):

- Add 10 new venues to the directory.
- Post at least one weekly "Restart the Arts" (restART the Arts) branded image to social and or newsletter

MARKETING & COMMUNICATIONS

* Pandemic recovery

+ Diversity, equity & inclusion

Goal 1

Raise public awareness and heighten the value of our region's diverse arts, cultural, and heritage programming, and opportunities. **

Objective 1

Enhance and expand COCA's position as the region's primary source for arts and culture information and opportunities.

Strategies (Annual):

- Update COCA's Tallahassee Arts Guide website with innovative technologies and features to promote events, artists, and arts/cultural institutions in our region. +
- Execute branding campaign positioning COCA/Tallahassee Arts as the area's arts and culture.
- Update promotional materials using new delivery systems, including digital assets and Quick Response (QR) codes.*+
- Promote COCA services, special events, and partnerships to local, regional, and statewide media.*+
- Strengthen collaborative relationships with local and regional event producers of all genres to inform attendees about local cultural resources and COCA services.
- Promote Art in Public Places program (City Hall and Artport Galleries) and Outdoor Public Art Directory using the new Public Art Map and Gallery on the Tallahassee Arts Guide.
- Increase users and listings from outlying service areas (outside of Leon County).*+
- Increase interest in the arts and cultural community through creative promotions and messaging.
- Create visibility for diverse populations and cross-section of artists to residents and visitors within COCA's service area.*+
- Expand the social media features, "Behind the Scenes" and "Artists Inspire," that generate new audiences and promote our region.

Metrics (Annual):

- Engage two paid and two in-kind media outlets to brand COCA annually.
- Increase the number of users on Tallahassee Arts Guide, social media, and newsletter recipients, setting baselines and annual increases by 5%.
- Write and send 6 press releases to local, regional, and statewide media to announce and promote COCA events and activities.
- Represent COCA at 8 local community events.

- Feature 10 COCA public art exhibits in COCA Tallahassee Arts Guide "This Week" emails and weekly COCA articles published in the Tallahassee Democrat and share information and images from 2 COCA-led Outdoor Public Art Walks.
- Contact and present to 1 tourism bureau outside of Leon County and encourage them to post events on the Tallahassee Arts Guide.
- Obtain assistance quarterly from COCA Marketing Representative on the COCA Board of Directors on COCA marketing goals.
- Document and track the number of organizations and artists represented in COCA media features to establish baseline metrics, balancing artistic discipline and a mixture of ethnicity and gender. *+
- Track the number of social media features and increase reach by 5%.

Goal 2

Use and expand COCA's platforms and services to communicate with and provide information for artists and arts and cultural organizations. *+

Objective 1

Increase engagement with COCA programs and services within the cultural community.

Strategies (Annual):

- Identify new organizations that can benefit from COCA services within our regional service area. *+
- Promote the economic impact of the arts in our community to educate and empower artists and arts organizations. *+
- Inform artists and arts organizations about COCA services using COCA's advertising and promotional messages. *+
- Research industry information, including calls to artists and funding opportunities for COCA Classifieds and include in the COCA Classified newsletter. *+
- Expand COCA directories with additional categories that support diverse communities and identities. *+

Metrics (Annual):

- Contact and meet with 4 new organizations to help them learn about COCA services.
- Showcase benefits of COCA membership for artists and arts and cultural organizations and integrate into COCA social media and newsletter campaigns.
- Identify and contact 2 artist organizations or groups outside of Leon County and present information about COCA services.
- Create and distribute economic impact information for individual artists and arts and cultural organizations, informed by the AEP6 study in 2022-2023. *+
- Track the number of artists on the COCA Artist Directory and the number of recipients of the COCA Classified emails; increase by 5%. *+
- Research and include calls to artists, job listings, funding opportunities, auditions, in the COCA Classifieds section and include at least 50 unique listings. *+

Objective 2

Strengthen the marketing and promotional skills of our artists and arts and cultural organizations.*+

Strategies (Annual):

- Present and/or secure guest speakers for marketing workshops to increase the promotional skills of our artistic community.
- Market other COCA workshops as well as those initiated by other organizations.
- Educate and engage artists and arts/cultural organizations using COCA's weekly "Classified" emails.
- Contact and consult with individual artists and arts/cultural organizations, using digital follow-up materials pointing to COCA resources.
- Expand the library of marketing and promotional resources on the website and YouTube.
- Update the Tallahassee Arts Guide website to use new internal forms to survey and collect data.

Metrics (Annual):

- Implement 4 COCA Marketing Workshops.
- Seek and promote marketing and promotional opportunities for the COCA Classifieds section and include at least 12 outside events in the Thursday COCA Classified email.
- Produce Media Guide annually and update contacts; promote in COCA newsletters, social media, and on Tallahassee Arts Guide; include 2 new listings.
- Track individual consultations with arts and cultural organizations with a goal of 10 new organizations.

Goal 3

Broaden engagement in arts and culture from the community.*+

Objective 1

Expand community communications and engagement with COCA's revenue-generating resources.

Strategies (Annual):

- Seek advertisers for COCA's weekly and monthly emails to build revenue for COCA programs and services.
- Create sponsorship opportunities on the COCA website.
- Target advertisers and sponsors outside the arts and cultural community to increase revenue for COCA and build non-arts partnerships.
- Promote COCA memberships with social media campaigns, update website integration, and explore new member and sponsor benefits.*+

- Create regional arts and culture sections on the website and events emails with sponsorships available for area Tourism Development Councils (TDCs).

Metrics (Annual):

- Increase advertising revenue by 3% and find 1 new advertiser.
- Engage 1 new partner to serve as the sponsor for the newsletter.
- Increase COCA memberships by 3%.
- Add 2 additional business sponsorships.
- Create regional arts section/page and secure 1 sponsorship.

Objective 2

Expand the stakeholder base of support for arts and culture in our community.*+

Strategies (Annual):

- Engage institutions of higher education and Leon County Schools as cultural partners for using and promoting COCA services.
- Present to classes at area colleges to explain and promote COCA services.
- Collaborate with County and City to partner in the promotion of their arts offerings such as concerts and community/senior arts centers.
- Contribute content and updates to visitor and community resources guides.
- Enhance and expand media partnerships such as those established with the *Tallahassee Democrat*.
- Expand opportunities for hotels as arts partners on Tallahassee Arts Guide.

Metrics (Annual):

- Create marketing partnerships with 4 collegian educational institutions.
- Feature all Leon County/Visit Tallahassee concerts in COCA Tallahassee Arts Guide emails.
- Promote arts offerings to two City partners- the Tallahassee Senior Center and Lafayette Park.
- Gain 2 new community partnerships and report on current partnerships; attend at least 3 meetings.
- Present COCA services at 2 or more classes at area educational institutions.
- Contact 2 media outlets to discuss new promotional opportunity.
- Work with Visit Tallahassee on 12 monthly "What's Happening" digital emails.