

ARTS UNITED OF GREATER FORT WAYNE STRATEGIC PLAN

VISION STATEMENT:

To enrich the community and region by uniting and inspiring all people through the arts.

MISSION STATEMENT: To provide support to arts and cultural organizations and unite and coordinate arts efforts in northeast Indiana. Fundraising, allocations, facilities and advocacy are at the core of Arts United's mission.

Five Year Strategic plan to address our vision

Four Areas of Focus:

1. Greater touch and impact (new grant pools, new arts groups and initiatives).
2. Facilities- looking at long term needs and community/regional impact for completion of proposed downtown arts campus.
3. Coordinated/strategic marketing/services and advocacy.
4. Allocation of Funds- Aligning distribution and criteria to meet our goals and priorities.

GREATER IMPACT

Year 1 (Completed Successfully)

Neighborhood Grants Initiative - expand guidelines to include (projects, public art, afterschool activities, education etc.) Funding in place \$40,000.

1. Form Neighborhood Board Committee to create and work through grant objectives, guidelines, marketing, overview and distribution. (Nov-Dec 2008)
2. Finalize grant application deadlines and a review committee for awards. (Jan 2009)
3. Prepare timeline and marketing steps and impact objectives for grant program pre and post. (Jan 2009)
4. Begin Neighborhood meetings/unveiling. Materials in the hands of potential grantees. (Feb 11,2009)
5. Grant review and awards recommended (March-April 2009)
6. Board review and approval(June 2009)
7. Follow up and review of grant recipients and implementation of marketing the impact and success of the grants and grantees.(Fall of 2009)

Year 2 (Successfully completed or underway)

Regional Arts Education Grant Initiative - School/arts residencies and transportation grants. To be rolled out and funded pending success of major dedicated fundraiser to provide the nucleus for funding and launch of this initiative.

1. Form advisory committee to outline guidelines and objectives. (Jan 2010)

2. Finalize application and deadlines, market and distribute. (Spring 2010)
3. Grant review and awards. (June 2010)
4. Follow up and review of grants. (Beginning fall of 2010)

Year 3

The addition of 2 new provisional member groups. (\$10,000 a year for three years)

1. Application process to be reviewed. (Fall 2010)
2. Long term strategy for expanding operating and project support throughout service area. (Fall 2010)

Year 4

Dedicated funding pool and guidelines for supporting public art in Fort Wayne and the region.

To be outlined and discussed. (Conversations have begun in conjunction with Cultural District outline and a collaboration has been established with the Downtown Improvement District, the Fort Wayne-Allen County CVB, and the City of Fort Wayne.)

Year 5

Outline continued strategy to expand and build stronger partnerships with launched areas of priority.

ARTS AND CULTURAL FACILITIES

Year 1 (Completed by Oct/Nov 2009)

- a) Acquire agreement on land for project. (Dec 2008)
- b) Complete proforma budgets, operating and governance. (March 2009)
- c) Complete feasibility plan. (Fall 2009)
- d) Set timetable and project budget/cost projections. (Completed by Spring 2010)

Year 2

Solicit/confirm lead gifts. (Currently underway)

Identify development partners and needs for projects completion. (Fall 2010)

Look for naming partner. (Underway)

Year 3

Identify timing for public campaign for arts campus. (Fall 2010/Winter2011)

Unveil combined arts campus project to the public. Launch Public portion of the Capital campaign. (Winter 2011)

Year 4

Break ground on phase two of capital project that will include expansion of downtown facility to include performance space, Philharmonic offices and possible Cinema Center's second screen. (Fall 2011/Spring 2012)

Year 5

Work to complete the project

COORDINATED SERVICES/MARKETING/ADVOCACY

Year 1

Create a Marketing/Action plan. Begin by reviewing cultural plan- solicit participation from arts groups, DID, City of FW, Restaurants and retail, and others. (Completed by Fall 2009)

GOALS

- 1) Submission of Cultural District application for state designation and economic development strategy. (May/June 2009) (Underway- to be completed summer 2010)
- 2) Include community/economic development action items and objectives in cultural plan.
- 3) Coordinate plans to work with members to bundle and negotiate marketing/underwriting, increase visibility, sell tickets and help with perception and vibrancy of the arts in our community. (Proposed goals, priorities and implementation plan with timeline by June/July 2009)
- 4) Roll out Corporate Champions for the Arts. (February 2009)

Year 2

- 1) Outline plan for community/regional website for marketing of arts. (Planning underway- proposal to be submitted summer 2010)
- 2) Introduce electronic ticketing access and coordinated marketing software for all groups.
 - a. Contracted Tomlinson Graham group to interview and outline process. (Fall 2009) Completed

- b. Formal proposal for timeline and RFP created and submitted. (Jan 2010)
Completed
 - c. Requests received by vendors. (Spring 2010) Completed
 - d. Selection Committee formed. (Spring 2010) Completed
 - e. Final recommendation. (July 2010) underway
- 3) Introduce arts debit card.
- 4) Help market/bundle package for arts/entertainment coordination (include conversations with CVB, zoo, botanical gardens, sports, etc...)

ALLOCATIONS

GOALS

Year 1

1) Review current criteria for allocation and distribution of operating support to 10 member groups. Align guidelines based on strategic vision and determined responsibility under allocation objectives.

Areas of review to include:

- f. Prioritizing operating awards criteria. (Management, need, mission, viability, etc.)
(April 2009)
- g. Assess Arts United's responsibility and response regarding assessed viability of an organization and distribution of support. (June 2009)
- h. Outline our position and steps willing to engage in regarding crisis intervention with troubled groups. (June 2009)

2) Work through grant objectives, guidelines and distribution aligning them with allocation priorities and vision, strategy and goals for any and all new grant initiatives as a requirement for launch and implementation.

Year 1 -Neighborhood Grant Initiative (Original guidelines for launch by Dec 2008)
(Completed)

(Review grant guidelines for year two to assess success of projects, goals and allocations priorities as addressed by allocation and neighborhood grant committees. (Oct 2009)

Year 2- Arts Education Grant Initiative – Create education grant guidelines, criteria and objectives. (Underway- Applications have been paneled - first round to be awarded June 2010)