



# Strategic Plan 2011 - 2015

# Grow the Arts

Tippecanoe Arts Federation, Inc.  
[www.tippecanoearts.org](http://www.tippecanoearts.org)  
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**Vision:** All individuals and communities will experience the vitality of the arts

**Mission:** Grow the Arts

**Strategic Areas:** Engagement

Education

Sustainability

### Introduction:

Tippecanoe Arts Federation (TAF) has served Tippecanoe County since 1976 and the 14-County Region IV since 1997, serving a total population of more than 500,000 people. As an arts facilitating organization, TAF doesn't "make art," but "makes art happen" by providing technical assistance, program opportunities, facilities, granting opportunities and advocacy opportunities to its constituents.

For the Strategic Plan term 2011 - 2015, TAF's mission is simple: **Grow the Arts**. Within the Strategic Plan framework, TAF will direct its energies and resources toward this goal in three focused Strategic Areas: ***Engagement, Education and Sustainability***.

This Plan is a guide for TAF Board and Staff to be used to help allocate resources, determine priorities and direction, and provide a framework to design TAF's future. This Plan will also help funders understand how their donations and grants will be used to **Grow the Arts**.

As part of the foundation of this Strategic Plan, TAF incorporates the resources that have already been developed: The WolfBrown Cultural Plan for Lafayette/West Lafayette, the Wells Use Rehabilitation and Renovation Study (WURRS Report), and the Arts Facilities Needs Assessment (AFNA). These resources provide a basis for developing the path that TAF will take in the next five years.

This Strategic Plan is designed to be ambitious. In order to keep up with the today's fast-paced society, this Plan contemplates the increased use of technology to increase the scope and depth of the directive to **Grow the Arts**. Implementation of the Plan will be developed on an annual basis, and will include analysis and allocation of resources to accomplish a manageable but significant portion of the Plan each year, either as a completed effort or as an ongoing project in development. The Board recognizes, however, that its resources are finite, and that TAF adopts the plan to **Grow the Arts** when already at or near capacity in use of financial and staffing resources. Part of the implementation challenge will be to balance maintenance of critical and mission-driving projects with the increase or addition of new programs and services..

*Only those who will risk going too far can possibly find out how far one can go. ~ TS Eliot*

*The future you see is the future you get. ~ Robert G Allen*

**Strategic Area 1**

**Engagement**

**Goal 1    *Grow the audience for the arts***

Objective 1    *Grow the total arts audience by at least ten percent (10%). Audience is defined as participants or observers of all art forms, media, or venues within our region.*

*Action Step 1:* Create a tool to measure current arts audiences, event attendance, and arts organization participation, and create a baseline to measure growth and trends.

*Action Step 2:* Strengthen marketing of arts events by developing and carrying out a regional marketing campaign, including wide web-based and other new media initiatives, cultivating new and existing strategic partners, etc.

*Action Step 3:* Develop web-based modes of exposing audiences to the arts, interacting with artists and sharing responses with each other, e.g. online versions of exhibitions, performances, art employing online media, etc. (target: one such effort per quarter).

*Action Step 4:* Develop two new TAF sponsored (or co-sponsored) events to increase total audience numbers

*Action Step 5:* Continue to catalyze Lafayette, West Lafayette, county, university public art programs.

Objective 2    *Grow the audience in the 18-35 age demographic*

*Action Step 1:* Add programs in areas that have high potential to attract this segment, e.g. the new media, photography, film, creative writing

*Action Step 2:* Partner with local higher education in co-developing, co-marketing and co-managing events, performances, web-based networks, competitions, etc.

*Action Step 3:* Collaborate within this segment to advise/collaborate with TAF on strategies/programs/marketing with best potential.

Objective 3    *Reach underserved populations*

*Action Step 1:* Include members of underserved populations in planning and evaluating new or renewed programs, so that TAF is planning with and not for different audiences.

*Action Step 2:* Assure that marketing programs for underserved audiences are tailored to the audience.

**Strategic Area 1**

**Engagement**

**Goal 2 Grow the professional development and capacity of artists and arts organizations**

Objective 1 Increase the success and revenues of arts organizations and professional artists

*Action Step 1:* Provide technical assistance (training and grants) to member organizations to help them plan, manage and market programs to attract larger audiences (target: two sessions per quarter)

*Action Step 2:* Develop workshops that increase the artists' marketing and advertising knowledge.

*Action Step 3:* Increase marketing collaboration with community partners, including TAF, small art businesses, and Visitor Information Center, Purdue University, etc.

Objective 2 Provide technical assistance and guidance to artists and art businesses to support the development of new businesses and entrepreneurs

*Action Step 1:* Organize programs on entrepreneurial skills, an "arts as a business" fair, tools to match artists/arts entrepreneurs with sources of financing, business services, space, partners, etc. to help them in the start up phase.

*Action Step 2:* Offer programs to help entrepreneurs locate and write successful grants and loan applications.

**Goal 3 Grow the role of the arts in economic development**

Objective 1 Increase public financial and in-kind support for the arts by at least five percent (5%)

*Action Step 1:* Strengthen the presence and prominence of TAF in public planning for economic and community development within Tippecanoe County.

*Action Step 2:* Increase the engagement of arts organizations in the region in planning and civic involvement, economic growth and quality of life.

Objective 2: Champion the key role of the arts and the Cultural District Designation in contributing to a rising quality of life in our community.

*Action Step 1:* Actively participate in the Quality of Life initiative sponsored by Greater Lafayette's Community of Choice Committee and ensure that the vital contribution of the arts and the creative cluster are fully reflected in all stages of the initiative, including its recommendations.

*Action Step 2:* Develop and advocate a strategy that implements the arts related recommendations of the Quality of Life initiative, builds public and policymakers' appreciation of the importance of the arts to the vitality of the community, and supports the growth of a creative cluster.

**Strategic Area 2**

**Education**

**Goal 1: *Grow K-12 arts education*** All K-12 students will have access to qualified art and music education.

Objective 1 *Grow local art education opportunities for K-12 students*

*Action Step 1:* Increase Artist in Residence opportunities at libraries and elementary schools in the region

*Action Step 2:* Increase offerings of After School Art Programs at TAF and in the region

*Action Step 3:* Support arts education programs in underserved areas of the region

Objective 2 *Assess regional K-12 arts education needs and develop and advocate plans to address them.*

*Action Step 1:* Conduct a regional K-12 arts education summit

*Action Step 2:* Develop an action plan to address K-12 arts education needs in the region

**Goal 2: *Grow life-long arts participation***

Objective 1 *Grow adult appreciation for the arts*

*Action Step 1:* Increase marketing of artists and arts opportunities in the region

*Action Step 2:* Increase promotion of lectures, forums and other arts information and opportunities

*Action Step 3:* Increase use of social media as networking, informational, and promotional platform.

*Action Step 4:* Facilitate development other venues for art to be exhibited, including restaurants, businesses, public displays and adult living centers, by providing resources to pair venues with artists (selection lists, templates for relationships between venues and artists, etc.)

Objective 2 *Grow artistic skills in diverse media for all ages*

*Action Step 1:* Encourage increase in adult art classes to meet all skill levels by current providers.

*Action Step 2:* Host community arts projects which pair artists with community members in the creation of public art.

*Action Step 3:* Host demonstration events which display both art and the artist demonstrating the creation of art.

**Strategic Area 2**

**Education**

Objective 3 Grow support of diversity in forms of artistic media and expression

*Action Step 1:* Explore and develop ways to display and exhibit nontraditional media

*Action Step 2:* Increase gallery exhibits of diverse media art, including TAF gallery exhibits.

**Goal 3: Grow elected officials, community, funders, and civic leaders' (public leaders) understanding of and commitment to the importance of K-12 arts education and life-long learning opportunities.**

Objective 1 Grow advocacy to local funders, public school officials and state legislators of the importance of K-12 art and music education

*Action Step 1:* Increase involvement of public leaders in TAF and Regional arts events through notification lists, personal invitations and public acknowledgment of attendance.

*Action Step 2:* Collect and distribute to public leaders data and anecdotal evidence of personal impact of art programs

Objective 2: Develop a community-based agenda to increase funding for K-12 art education

*Action Step 1:* Convene and collect information at an arts education summit to determine need and develop agenda

*Action Step 2:* Continue to carry out the agenda through such forums as public meetings, direct contact with public officials, press releases and informational publicity.

Objective 3 Encourage arts organizations to establish a presence for themselves and their programs throughout the year and in a variety of ways in their Region

*Action Step 1:* Provide a roadmap of ways for art organizations to present themselves to public leaders

*Action Step 2:* Provide an easy way for arts organizations to forward participation numbers public leaders

**Strategic Area 3**

**Sustainability**

**Goal 1: Grow TAF's service as the regional leader in the arts**

Objective 1 Expand advocacy effectiveness

Action Step 1: Increase TAF representation on key decision-making community boards

Action Step 2: Continue to include key decision-makers on TAF board and committees

Objective 2 Strengthen our collaboration with TAF constituencies

Action Step 1: Strengthen the role of the members of the Regional Advisory Council

Action Step 2: Explore the feasibility of expanding the Directors Round Table to the region

**Goal 2: Grow & diversify arts revenue base in –**

Objective 1 Private Funding for TAF by at least ten percent (10%)

Action Step 1: Increase total dollars

Action Step 2: Increase number of donors

Action Step 3: Increase TAF's prospect database for individual and business donors

Action Step 4: Increase diversity and total dollars from foundation grants

Action Step 5: Involve Board Members seeking sponsors and corporate gifts

Action Step 6: Develop a stewardship strategy to cultivate donor relationships

Action Step 7: Evaluate Campaign strategies and practices to increase success.

Objective 2 Public Funding through TAF

Action Step 1: Increase government funding at local, state and national levels

Action Step 2: Include support of the arts in local government budget line items.

Objective 3 TAF's Endowment

Action Step 1: Conduct feasibility study for an endowment goal

Action Step 2: Identify Endowment Campaign Steering Committee

Action Step 3: Conduct Endowment Campaign

***Strategic Area 3***

***Sustainability***

Objective 4    Program Revenue for TAF by ten percent (10%)

*Action Step 1:* Increase program revenue through mix of earned and sponsor revenue

*Action Step 2:* Market usage of Wells Community Cultural Center to community

*Action Step 3:* Continue to diversify revenue sources to reduce dependence on the Taste of Tippecanoe.

Objective 5    Number and Amount of Grants to the Region

*Action Step 1:* Find additional sources of grant funding in the region.

*Action Step 2:* Increase commitment of existing grant funding

**Goal 3:    *Grow and retain excellent, values-driven human resources in –***

Objective 1    Staff

*Action Step 1:* Maintain sufficient staff to carry out TAF strategic plan.

*Action Step 2:* Provide competitive compensation.

*Action Step 3:* Provide professional development.

*Action Step 4:* Create emergency plan for unexpected staff crisis

Objective 2    Board

*Action Step 1:* Continue to strengthen Board Training through attendance at CFGL Governance Series.

*Action Step 2:* Evaluate committee structure.

*Action Step 3:* Conduct annual Board Self-evaluation.

*Action Step 4:* Provide team-building experiences.

*Action Step 5:* Sustain Board composition depth and diversity to carry out TAF strategic plan.

Objective 3    Volunteers

*Action Step 1:* Provide opportunities for volunteers that advance TAF and engage new supporters.

*Action Step 2:* Develop a procedure for volunteer recognition.



*Strategic Area 3*

*Sustainability*

**Goal 4: Grow and develop arts infrastructure in –**

Objective 1 AFNA – Arts Facility Needs Assessment

*Action Step 1:* Continue to coordinate conversations among community groups concerned with facility development.

*Action Step 2:* Continue to stimulate action on various AFNA recommendations.

Objective 2 WURRS – Wells Use Rehabilitation & Restoration Study

*Action Step 1:* Develop and implement a capital campaign for Phase 1

*Action Step 2:* Investigate benefits of historic designation (i.e., National Register.)

Objective 3 Community Cultural Plan

*Action Step 1:* Increase effectiveness of advocacy opportunities per the Plan.

*Action Step 2:* Strengthen collaboration among constituencies to promote implementation of the Plan.