



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

2017-2020 Strategic Plan Draft

Vision:

COCA envisions a vibrant and thriving creative community that enhances 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 over resources.
- **Inclusivity** within our cultural community and promote the acceptance of diverse individuals, ideas and artistic expressions.

OPERATIONS AND BUDGET

In alignment with the overall Objectives and Goals of each program area listed in this report, COCA will continue to sustain a budget that accommodates these goals and meets the strategies as listed in the plan below. The goals include but are not limited to:

- Increase funding for the local arts and cultural community and to provide assistance to arts and cultural organizations in Tallahassee/Leon County to help advance their missions.
- Identify and increase additional sources of revenue for COCA's programs and general operations that do not compete with other local arts organizations.

As directed in the 2014 Cultural Plan section *Plan Implementation*, COCA has now aligned the Strategic Plan with the areas of focus listed in the Cultural Plan. These areas include Marketing, Education, and Funding & Facilities. We have also modified our reporting strategies to include not only City and County mid-year and End of Year Reports, but an additional report shared with the Tourist Development Council. Our new reports outline and address the Goals and strategies that are being attended to per our contracts with the City of Tallahassee and Leon County governments. Our reports also include areas not addressed in the Cultural Plan that address other services that we offer.

There will also be an annual report to outline the areas that have not been addressed, areas that have been modified or changed, and areas that are out of COCA's purview. This will be part of a larger "State of the Arts" report that will be connected to this Strategic Plan progress report to the public.

Our strategies for addressing these include:

- Present mid-year and end of year report to City of Tallahassee and Leon County governments
- Assess annual budget and participate in both city and county budget cycles as needed annually.
- Meet with Visit Tallahassee staff to present anticipated budget increases on an annual basis.

COCA will continue to work with the appointed Board of Directors as ambassadors to further push initiatives out of the Cultural Plan. Per the recommendations of the City and County governments, we anticipate revisiting the Cultural Plan by 2024 to address the changes in our growing and vibrant cultural community.

EDUCATION

Objective 1.

To connect educators to arts, cultural, history and heritage resources in the community

Goal:

Provide area educators with support and information including funding opportunities, possible partnerships, classroom content, technical assistance, and consulting

Strategies:

- Continue the Arts in Education Newsletter (AIEN)
- Maintain the COCA for the Classroom directory on the coca.tallahasseearts.org website
- Maintain a listing of educational organizations on Tallahassee Arts Guide (TAG)
- Maintain the Help for Educators page on the COCA website
- Continue the Arts in Education (AIE) Grant program
- Create a series of 'Teachable Public Artworks' within the TAG Outdoor Public Art Directory
- Attend monthly meetings of local arts educators and provide individual technical assistance on arts education matters
- Provide local school administrators with an update of COCA services and resources
- Collaborate with organizations/businesses in an advisory capacity to support arts education initiatives

Metrics:

- Publish the AIEN 12 times in FY17 and on an annual basis through FY19
- Research 10 items for inclusion in the AIEN each month during FY17
- Increase the AIEN subscription base by 50 new subscribers during FY17
- Redesign the COCA for the Classroom guide for publication in a listing format on the coca.tallahasseearts.org website during FY17
- Increase the TAG educational organization listings by 10% (total of 100) by FY19
- Examine the content of the Help for Educators webpage for error related issues one time during FY17 and on an annual basis through FY19
- Provide one \$5,000 AIE grant opportunity to local school arts teachers in FY17
- Develop five "Teachable Public Artworks" teaching strategies for local art teachers in FY17
- Develop five "Teachable Public Artworks" teaching strategies for local non-art teachers in during FY17
- Attend nine local arts educators' meetings during FY17
- Provide individual technical assistance to 12 local art teachers each year through FY19

- Provide one arts education presentation to the Leon County School (LCS) Board during FY17
- Serve on one art education programming arts education programming committee or board in FY17

Objective 2

To promote life-long arts education in and through the schools and the community

Goal:

Provide easily accessible information about the variety of educational programs available to students of all ages and offer providers the opportunity to promote themselves and their educational offerings to the general public at no cost.

Strategies:

- Maintain the COCA for Kids directory on the Tallahassee Arts Guide (TAG)
- Promote the Classes/Workshops and Classifieds sections of TAG to both program providers and students
- Continue producing the weekly arts education articles for publication in the Wednesday School & Family section of the Tallahassee Democrat
- Promote arts education programming at school and cultural institutions through social media
- Continue to collaborate with Leon County Schools (LCS) and regularly share arts education content on the LCS website
- Continue the collaborative relationship with local colleges and universities and inform students about local cultural resources
- The COCA Board of Directors will continue to include representatives of the educational community

Metrics:

- Retain 75% of the COCA for Kids guide program providers after the TAG migration during FY17
- Increase adults and kids Classes/Workshops listings for TAG users by 5% during FY17
- Increase TAG's education related Classifieds listings by 5% during FY17
- Write forty-five art education articles for the Wednesday School & Family section of the Tallahassee Democrat during FY17
- Design four 'Behind the Scenes' Facebook albums featuring art educational programming at a local school or cultural organization during FY17

- Share twelve AIEN on the LCS website each year through FY19
- Share twenty-four COCA produced articles on the LCS website each year through FY19
- Represent COCA at one local university (FSU/FAMU/TCC) event during the FY17
- Add fifty university student contacts to the COCA email subscription list during FY17

Objective 3

To strengthen arts education opportunities in the schools and the community

Goal:

Provide exhibition and performance options as well as learning opportunities for those interested in extended their exploration of the arts and those pursuing an arts career.

Strategies:

- Offer the annual Winter Festival Youth Art Exhibition to local art teachers and students
- Provide an annual student performance opportunity during the public reception for the Winter Festival Youth Art Exhibition to local music teachers and students
- Host student interns and volunteers to allow individuals to hone their skills as arts administrators and future cultural leaders
- Continue partnership with Raa Middle School on the Arts Mentoring program which allows arts magnet students to develop relationships with practicing artists and gain insight into potential arts careers
- Continue partnership with Tallahassee Music Week (TMW) and offer support in identifying and recruiting student musicians for public performance opportunities
- Offer arts related professional development opportunities to COCA members and the general public at an affordable cost
- Provide outdoor public art walks and exhibition tours of public gallery spaces
- For every public art exhibition, a unique 'Treasure Hunt' will be available that encourages gallery goers to engage with the artwork on display

Metrics:

- Display 60 individual pieces of student artwork from thirty area K-12 public, private and home schools in the Tallahassee City Hall Art Gallery each year through FY19
- Select one K-12 school music ensemble to perform during the Winter Festival Youth Art Exhibition reception each year through FY19
- Provide a \$100 stipend to the K-12 school's music program of the school ensemble that performs during the Winter Festival Youth Art Exhibition reception each year through FY19

- Host three student COCA interns/volunteers on an annual basis through FY19
- Recruit three additional local visual artists, musicians, dancers, and/or theater professionals to provide mentoring for Raa Middle School arts magnet students on an annual basis through FY19
- Assign one COCA staff member to serve as arts mentor for a Raa Middle School arts magnet student on an annual basis through FY19
- Select six student musicians/school ensembles to perform publically during Tallahassee Music Week during FY17
- Host four professional development workshops on a variety of topics to COCA members and the general public during FY17
- Lead two Art in Public Places exhibit tours or COCA Outdoor Public Art Walks along mapped routes with community/school groups during FY17
- Create a 'Treasure Hunt' for each Art in Public Places exhibition with eight clues related to the artworks on display during FY17

FUNDING & FACILITIES SUBCOMMITTEE

Objective 1.

To increase funding for the local arts and cultural community and to provide assistance to arts and cultural organizations in Tallahassee/Leon County to help advance their missions.

Goals:

- Facilitate access to public and private funding opportunities for arts and cultural organizations and to increase the amount of public funding available to the cultural community through Leon County and the City of Tallahassee.
- Continue efforts to administer a broad and inclusive publicly-funded grant program for arts and cultural organizations on behalf of Leon County and the City of Tallahassee.
- Increase the applicant pool for the Cultural Grant Program by the year 2020 with a specific emphasis on increasing the numbers of culturally-specific organizations which apply and receive grant funding from COCA.

Strategies:

- Announce and provide sufficient notice to the arts community about funding opportunities through the Tallahassee Arts Guide, email, and social media.
- Maintain transparency and accountability efforts in all COCA grant programs.
- Increase the number of individual consultations, outreach and workshops targeted specifically to non-applicant arts organizations, with a particular commitment to reaching culturally-specific organizations, in order to provide assistance in the grant writing and application process.
- Continue to advocate with City and County government officials to meet the funding needs of the arts and cultural community.
- Collaborate with the Office of Economic Vitality to advance our local creative economy.
- Seek out possibilities to allow support for non-recurring arts and cultural programs such as festivals.
- Advocate on behalf of the arts community for unrestricted sources of grant funding to support quality of life programs.

Metrics:

- Release weekly notices in the Tallahassee Arts Guide regarding funding opportunities on an annual basis through FY19.
- Conduct an annual public review of grant programs and guidelines through public task force meetings, surveys of panelists and applicants, and a staff review process through FY19.
- Increase number of organizational grant consultations by 5% (total of 24 consultations

per year) for FY18 and continue to hold grant related workshops on an annual basis through FY19.

- Meet with at least 2 city and county government officials on an annual basis to discuss the funding needs of the community through FY19.
- Establish a formal relationship with Office of Economic Vitality to survey and support growth in the creative economy by FY19.
- Meet with the city and county representatives to discuss possible grant funding for non-recurring arts and cultural programs such as festivals on an annual basis through FY19.
- Research and present 3 potential unrestricted funding sources to support quality of life programs through FY19.

Objective 2.

To identify and increase additional sources of revenue for COCA's programs and general operations that do not compete with other local arts organizations.

Goal:

- Seek additional public and private partnerships, funding sources, and grants which do not competing with other local arts, cultural and heritage organizations.

Strategies:

- Promote revenue generating activities such as advertising sales, memberships, rentals, license plates, and other contracted services.
- Apply for the State of Florida Division of Cultural Affairs LAA grant.
- When possible, apply for National Endowment for the Arts LAA funding for marketing projects, public art programs and other community-wide events and programs.
- Advocate for a new or contracted staff member to research, write, and prepare non-local governmental grants.

Metrics:

- Annually publish 3 advertisements for each revenue generating activity in our newsletters, websites and social media FY19.
- Continue applying to the State of Florida Division of Cultural Affairs Local Arts Agency (LAA) grant on an annual basis through FY19.
- Research and present 2 possible grant opportunities that COCA can apply for on an annual basis through FY19.
- Hire or contract one additional staff member to research, write and submit grant applications on behalf of COCA by FY19.

Objective 3

To maintain a physical presence for the arts community that is accessible to the general public in the Tallahassee area and to advocate for accessible and affordable rehearsal and performance venues and artist spaces within our community.

Goals:

- Offer COCA facilities as a cost-effective spaces that are accessible to constituents.
- Support existing and emerging cultural organizations as they seek out accessible spaces.
- Continue to advocate for a community cultural district that will have affordable and available facilities for arts community use.
- Maintain current Art in Public Places program.

Strategies:

- Project and plan for COCA's near and long-term office space needs.
- Advocate for affordable rehearsal and performance spaces in our community.
- Collaborate with public and private partners towards the creation of a Cultural District.
- Maintain accessibility for both practicing artists and general public in public collections and art spaces managed by COCA.
- Collaborate with See Tallahassee and Knight Creative Communities Institute to create a "sense of place" in Tallahassee through COCA's Art in Public Places program.

Metrics:

- Research and present 3 potential venues or areas that COCA could move to by FY19.
- Advocate and facilitate rental opportunities through COCA's Venue Directory and our newsletters through FY19.
- Meet with private developers and stakeholders to discuss the creation of a cultural district on an annual basis through FY19.
- Set up meetings to discuss the "Sense of Place" project with See Tallahassee and Knight Creative Communities Institute on an annual basis through FY19.
- Design, Curate, Coordinate, and install 10 public art exhibitions on an annual basis through FY19.
- Exhibit the work of at least 150 local artists and gather at least 750 comments/signatures in the gallery guest books on an annual basis through FY19.

MARKETING & COMMUNICATION

Objective 1

Raise public awareness and heighten the value of diverse arts, cultural, and heritage programming and opportunities in our region

Goal:

- Enhance and expand COCA's position as the gateway of information about arts and culture in the region

Strategies:

- Create a standout branding campaign identifying COCA as the hub of arts and culture, using paid and in-kind exposure through local and regional media
- Create promotional materials for COCA, including branded merchandise, to invite engagement with the community, focusing on the Tallahassee Arts Guide website and brand
- Use the Tallahassee Arts Guide and other COCA resources to promote the events, artists, and arts/cultural institutions in our community and region
- Provide information about COCA services, special events, and announcements to local, regional, and statewide media
- Continue collaborative relationship with fairs, festivals, and community event producers 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
- Increase users and reach in outlying service areas (outside of Leon County)
- Engage COCA Board of Directors with social media activities
- Develop increased awareness and interest in the arts and cultural community in COCA and represent diverse populations and cross sections of artists to residents and visitors within COCA's service area

Metrics:

- Engage two paid and two in-kind media outlets to brand COCA as the hub of arts and culture in Tallahassee on an annual basis through FY19
- Design and purchase two new promotional materials for COCA, on an annual basis through FY19
- Increase number of users on Tallahassee Arts Guide by 20% and newsletter recipients by 100 subscribers, setting baselines and annual increases through FY17

- Write and send 12 press releases to local, regional, and statewide media to announce and promote COCA events and activities through FY19
- Represent COCA at 4 local community events during FY19
- 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, promoting this resource in FY19
- Contact 3 tourism bureaus outside of Leon County and encourage them to post events on the Tallahassee Arts Guide, and present to at least one of these entities in person during FY17
- Meet with at least 5 COCA board members annually, as well as with the COCA Marketing Representative on the board of directors to assist with marketing goals in FY17
- Document the number of organizations and artists represented in COCA media outlets, such as Tallahassee Democrat and WTXL “COCA Connection” with a balanced percentage of artistic disciplines, including visual, performing, literary arts, and history/heritage as well as a mixture of ethnicity and gender in COCA’s newspaper profiles, TV segments, and social media through FY17

Objective 2

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

Goal:

- Increase engagement with COCA programs and services among the members of the cultural community

Strategies:

- Identify new organizations that can benefit from COCA services
- Promote benefits of COCA membership
- Increase users and reach in outlying service areas (outside of Leon County)
- Promote the economic impact of the arts in our community to empower artists and arts organizations
- Use social media platforms such as Facebook, Twitter, and Instagram to provide relevant, compelling content to showcase the members of our artistic community
- Develop marketing materials specific to artists and arts organizations, to be provided at community events and in classrooms, that promote services such as the Thursday “Classified email” and COCA Artist Directory

- Use COCA’s advertising and promotional messages to reach artists and arts organizations
- Research calls to artists, jobs listings, funding opportunities, auditions, etc. for COCA Classifieds and to include in the COCA Classified newsletter

Metrics:

- Contact and meet with 12 new organizations to help them learn about COCA services in FY17
- Develop 2 new benefits of COCA membership for artists and arts and cultural organizations and integrate into COCA social media and newsletter campaigns in FY17
- Identify and contact 3 artist organizations or groups outside of Leon County and present information about COCA services in FY17
- Create and distribute economic impact information for individual artists and arts and cultural organizations in FY17
- Work with COCA interns to create 12 features about artists or arts organizations to run on social media including “Behind the Scenes” Facebook albums featuring organizations through FY19
- Create updated handouts for use by artists and arts organizations to explain COCA services, and hand these out at 10 community events and educational presentations through FY17
- Track number of artists on the COCA Artist Directory and number of recipients of the COCA Classified emails; increase by 10% in FY17
- Seek out and include calls to artists, jobs listings, funding opportunities, auditions, etc. in the COCA Classifieds section and include at least 50 unique listings through FY19

Objective 3

Promote and expand COCA’s advertising opportunities

Goal:

- Generate additional revenue for COCA’s programs and services.

Strategies:

- Seek advertisers for COCA Classifieds email, Monday Tallahassee Arts Guide email, and Monthly Arts in Education newsletters
- Research and create new opportunities for sponsorship on COCA app

- Create sponsorship opportunities on the COCA website
- Target advertisers outside of the arts and cultural community to increase revenue to COCA and build non-arts partnerships

Metrics:

- Increase the revenue for advertising by 10% and find 3 new advertisers in FY17
- Engage 3 new partners to serve as sponsors for the newsletter, Tallahassee Arts Guide, and for the Tallahassee Arts app in FY17
- Engage 3 new partners to sponsor special sections within the COCA sections of the Tallahassee Arts Guide in FY17
- Target 10 new non-arts partners as potential advertisers by FY19

Objective 4

Assist arts and cultural organizations with marketing initiatives

Goal:

- Strengthen marketing and promotional skills of our individual artists, and arts and cultural organizations.

Strategies:

- Present topics 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
- Maintain, update, and promote Media Guide on COCA website
- Use weekly COCA weekly “Classified” emails to educate and engage artists and arts/cultural organizations
- Establish contact, determine needs, and follow up with individual artists and arts/cultural organizations

Metrics:

- Implement 6 Marketing Mondays (hosted by Erica) and 3 Marketing Workshops (hosted by Community Members) in FY17
- Seek out and promote marketing and promotional opportunities for the COCA Classifieds section and include at least 12 outside events in the Thursday COCA Classified email through FY19
- Review Media Guide annually and update contacts; promote at least quarterly in COCA newsletters, social media, and on Tallahassee Arts Guide through FY19

- Track individual consultations with arts and cultural organizations, including a goal of meeting 10 new organizations in FY17
- Seek out and promote marketing and promotional opportunities for the COCA Classifieds section and include at least 12 outside events in the Thursday COCA Classified email through FY19

Objective 5

Develop and market community partnerships and community service initiatives to engage the arts community and benefit our area

Goal:

- Expand the stakeholder base of support for arts and culture in our community

Strategies:

- Engage FSU/FAMU/TCC and LCS as cultural partners for using and promoting COCA services
- Work with Leon County/Visit Tallahassee to promote activities at Cascades Park
- Work with City to promote Tallahassee Senior Center and Lafayette Park arts offerings
- Attend Tallahassee Downtown Business Association Meetings community organizations such as Tallahassee Music Week; expand to other groups
- Teach classes at area colleges to explain and promote COCA services
- Target new businesses to add to the Business Directory that can be labeled as "Arts pARTners" or the appropriate designation.
- Meet with Visit Tallahassee annually to update and advise about arts-related content for annual Visitor's Guide and social media campaigns
- Enhance and expand media partnership such as those established with the Tallahassee Democrat and WTXL

Metrics:

- Meet with FSU/FAMU/TCC and LSC and create a marketing partnership with each, including added the Tallahassee Arts Guide widget on at two of the websites through FY19.

- Feature Leon County/Visit Tallahassee concerts at least 5 times in COCA Tallahassee Arts Guide emails in FY17
- Meet with executives of the Tallahassee Senior Center and Lafayette Park to promote arts offerings through FY19
- Gain 3 new community partnerships and report on current partnerships; attend at least 5 meetings through FY19
- Teach at least 3 classes at area educational institutions in FY17
- Count number of partner organizations sharing the newsletters, using the widget, etc. in an “Arts pARTners” category, with at least 10 members in FY17
- Suggest and implement 3 cross-promotional strategies with about arts-related content for Visit Tallahassee social media and annual Visitor’s Guide in FY17
- Add promotional opportunity with one additional media partner in FY17