

2015-2020 Strategic Plan

Arts Council of Fairfax County

MAPPING THE FUTURE
OF THE ARTS IN FAIRFAX



Approved by the
Board of Directors
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Preface

PROCESS

The Arts Council's Strategic Plan for 2015-2020 has evolved through a thoughtful, deliberate process using many steps and many participants including consulting services, community and full board input.

- In 2012, we reviewed of our mission, vision, and values statements.
- In 2013, we developed a Communications Plan to clearly identify all of our desired constituents to be served.
- In 2014, we received a Taproot grant for professional services to conduct external interviews and a SWOT review as preparation for writing the strategic plan.
- In June of 2014, the Arts Council's full board contributed to the plan through discussions at the Taproot presentation followed with facilitated discussion in September 2014.
- Simultaneously, we have benefited from the information gathered and work performed to date on the County Master Arts Plan.
- Beginning in early 2014, the board's ad hoc Strategic Plan Committee reviewed the achievements and challenges of the 2009 Strategic Plan and determined the desired structure for the new plan. The committee then carefully crafted and vetted goals and objectives in three broad mission pillars and steered the refinement of plan language.

MAJOR STRATEGIC ISSUES FOR CONSIDERATION

The purpose of the strategic plan is to set a course for the Arts Council through a clear statement of our mission, goals, and objectives. The plan also helps us describe our role in Fairfax County. It intends to be aspirational as well as realistic; and to provide a vision of where we hope to go in the future as well as a framework within which to work. The Strategic Plan is not meant to be a marketing plan or an operating plan, but to give us a vision of who we want to be and the flexible guidance to make progress toward that vision.

Through review of the Arts Council's existing role, the position and needs of the arts within Fairfax County, the County's own outlook and expectations, and the comparative work of similar local arts agencies around the country, our task was, as Taproot so aptly stated, "to synthesize what would work best for Fairfax into a coherent strategy and a viable operating model."

Considerations over the course of our discussions have included:

- Clear separation and definition of financial vs. non-financial services
- Greater effort to reach and serve more diverse arts and ethnic communities
- Aggressive goal setting for revenue generation that would enable \$1 million in grants distribution (including strategies that address public and private funding).

Mission, Vision, and Value Statements



*Young dancer from the Dranesville district based
ballet company Classical Ballet Theatre*

Photo Credit: Katie and Tony de la Paz

MISSION STATEMENT

The Arts Council of Fairfax County is the voice of the arts, dedicated to fostering dynamic and diverse local arts, ensuring that arts thrive by providing vision, leadership, capacity building services, advocacy, funding, education, and information.

VISION STATEMENT

The arts fuel a thriving, creative, and economically strong community in Fairfax County.

VALUES

- The arts are transformative and fundamental to our lives, developing expression and analytic skills in people of all ages.
- The arts promote social engagement and understanding that connect people of different backgrounds, ethnicities and experiences.
- The arts are essential to a thriving community, creating a sense of place and fueling social and economic growth.
- In order to thrive, the arts need an investment mix of public, private and consumer resources.

Pillar I: Information & Advocacy



Joe Ritchey, FY14-15 Chairman of the Board of Directors, testifying at the 2014 Board of Supervisors public budget hearings.

The Arts Council provides information to the arts community, about the arts, and promotes the arts in Fairfax County. The Council plays a leadership role in the advocacy of strong arts support and policies.

Goal A. Serve as the principal source of information about the arts in Fairfax County.

Objective I.A.1. Provide current and relevant information to arts organizations and artists.

Objective I.A.2. Provide current and relevant information to Fairfax County, town governments, and private funders about the arts in Fairfax County.

Objective I.A.3. Promote Fairfax County and town governments' arts in all forms to residents and businesses throughout the Metropolitan Washington Region.

Goal B. Promote policies and initiatives that empower the arts to better serve community needs in Fairfax County.

Objective I.B.1. Develop advocacy campaigns to benefit arts organizations, artists, arts venues, and arts policies in Fairfax County.

Objective I.B.2. Lead local arts organizations and the general community in advocating for the arts at the local, state, and federal levels.

Goal C. Strengthen the Arts Council's position as the champion of the arts in a dynamically growing and changing Fairfax County.

Objective I.C.1. Develop and promote a new identity for the Arts Council of Fairfax County that will clarify our service brand and will enhance the image of Fairfax County as a pro-arts community.

Objective I.C.2. Build and expand strategic partnerships with a broad spectrum of Fairfax County leaders to bring attention to Fairfax County's arts offerings.

Goal D. Enhance the stature and awareness of the arts within Fairfax County.

Objective I.D.1. Maximize the effectiveness of Arts Council recognition events and activities.

Pillar II: Financial Support



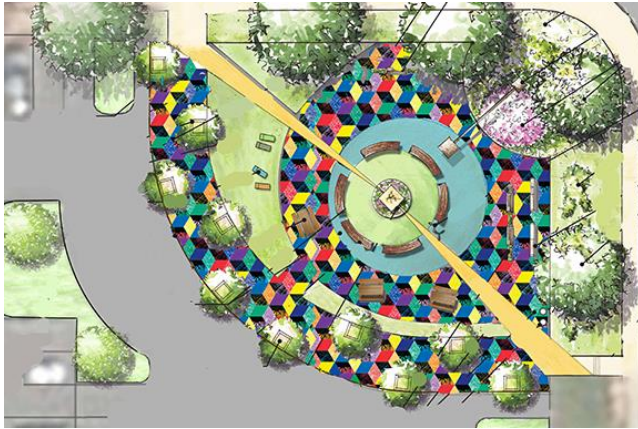
*FY15 Strauss Artist Grant
awardee Andy Yoder;
Detail of sculpture "Tire Swing"
Photo Credit: Etienne Frossard*

The Arts Council provides grant funds to arts organizations and artists to support the development of creative and diverse artworks and programs.

Goal A. Serve as a key source for financial support for arts in Fairfax County.

- Objective II.A.1.** Provide financial support to a broad scope of arts organizations, artists, and arts activities in Fairfax County.
- Objective II.A.2.** Grow Arts Council granting resources to more than \$1 million and ensure that funding remains relevant to the priority needs of eligible arts organizations and artists.
- Objective II.A.3.** Significantly increase support for ethnically and culturally diverse programs, organizations, and artists within Fairfax County.

Pillar III: Program Support



*Artist rendering of the ground mural at Greensboro Park in Tysons for Imagine Art Here: Tysons Tiles, 2015;
Copyright: Julia Vogl*

The Arts Council provides arts related services to build a robust and thriving arts community to enhance the quality of life in Fairfax County.

GOAL A. Support and help to facilitate the implementation of Fairfax County’s Comprehensive Plan Policy for the arts.

Objective III.A.1. Provide public art services to Fairfax County.

Objective III.A.2. Provide arts space location services.

Objective III.A.3. Encourage the creation of arts/cultural districts in Fairfax County.

GOAL B. Complete a Master Arts Plan for Fairfax County.

Objective III.B.1. Maintain the function and work of the Master Arts Plan Task Force through completion of the Master Arts Plan (MAP).

GOAL C. Foster collaboration between Fairfax County agencies, the private sector and the arts community to enhance the quality of life in Fairfax County.

Objective III.C.1. Collaborate with Fairfax County public agencies such as Fairfax County Public Schools, Fairfax County Park Authority, Fairfax County Public Library System, and other entities to help artists and arts organizations integrate with, and make positive contributions to, the County.

Objective III.C.2. Participate in and collaborate with major initiatives to promote the success of arts and creative industries in Fairfax County.

Objective III.C.3. Facilitate opportunities for the private sector to access and collaborate with the arts in Fairfax County.

GOAL D. Provide the arts community in Fairfax County with access to a broad spectrum of professional activity and resources.

Objective III.D.1. Serve arts constituents with information on professional best practices in the arts and arts management.

Objective III.D.2. Connect arts professionals and arts organizations with services that meet their business needs.

Appendices (available upon request)

- I. Strategic Plan Participants
- II. Communications Plan
- III. Taproot Report Summary
- IV. Board Retreat Notes
- V. Post-Retreat Board Questionnaire Responses
- VI. Strategic Plan to Facilitate Fairfax County's Economic Success

A SPECIAL THANK YOU IS EXTENDED TO ALL OF THE PEOPLE WHO PARTICIPATED IN THE DEVELOPMENT OF THE 2015-2020 STRATEGIC PLAN:

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