

GPAC STRATEGIC PLAN

2019-2022

VISION an equitable, innovative, and flourishing arts and culture community that shapes our thriving region

MISSION to expand the reach and impact of the region's diverse and vibrant arts and culture community by providing leadership, advocacy, capacity building, and connections

GUIDING PRINCIPLE the arts transform lives and communities.

GOALS

Serve as a change agent to increase visibility, relevance and support for the arts

Enhance the capacity, efficiency, and effectiveness of the arts and culture community

Create an environment and opportunities that are supportive of artists

Serve as a model organization that strives to incorporate best practices, increase internal efficiency, and ensure organizational sustainability

OBJECTIVES

PROMOTER

- Build Artsburgh visibility and usage by arts consumers: increase usage by arts organization and artists; provide event information to partner websites; investigate add-on features that would create additional interest and traffic to site
- Continue promotion of GPAC events, arts community events and other related opportunities via the Arts Blog, social media, news story placements and other promotional outlets
- Pursue and participate in important events, opportunities and partnerships that improve visibility, awareness and understanding of the importance of the arts community; while promoting equitable and inclusive practices
- Investigate opportunities to curate and promote creative experiences via partnerships

THOUGHT LEADER

Develop and Monitor Progress

- Promote Equity Funding study recommendations
- Demonstrate economic, social and cultural value of sector
- Monitor sector health, produce reports from research and surveys, including Having Our Say and Culture Counts

Policy and Advocacy

- Annually update local policy and advocacy priorities
- Lead statewide coalition to increase funding and establish innovative policies, such as Creative Districts
- Promote high level messages about positions

CHANGE AGENT

Increase Pittsburgh's Arts and Culture Accessibility

- Continue local leadership, support collaborative efforts and "collective impact" model
- Extend initiative through specialized trainings, technical assistance, data collection, and accommodation microfunds
- Focus on accessible media and supporting artists with disabilities

Diversity, Equity, Accessibility, Inclusion (DEAI)

- Implement plans outlined in new board policy and by Diversity Catalyst
- Develop advisory committee, professional development plan, resources, and tools

PERFORMANCE METRICS

- Volume of Artsburgh activity by arts organizations and consumers
- Stories and media impressions about the arts appearing in local and regional media
- Evidence of impact of GPAC grants on artists' practices
- Participation in DEAI activities and stories of impact on those participants

INFORMATION AND SERVICE RESOURCE

Professional Development

- Maintain full year professional development plan
- Incorporate DEAI into programs
- Monitor quality and utility of all programs

Audience Development

- Focus efforts on Artsburgh related programs

Grants

- Continue evolution of equitable grantmaking processes, develop capacity to accept applications in alternate formats
- Continue current programs and seek additional funding for regranting
- Increase promotion and community outreach
- Improve grantwriting skills of small organizations and artists

Consulting

- Continue growth of Business Volunteers for the Arts and Volunteer Lawyers for the Arts
- Develop governance related program offerings

Diversity, Equity, Accessibility, and Inclusion

- Develop advisory committee, resources and tools to produce needed change and provide assistance to arts and culture community
- Develop workshop series on important topics, ex: cultural proficiency, audience building, personnel issues and anti-bias training

CONNECTOR AND CONVENOR

Networks

- Continue current efforts, look for opportunities to forge new networks and collaborations to build and support arts and culture community
- Host gatherings that share information, opportunities for innovation, and discuss important issues

PERFORMANCE METRICS

- Positive responses on annual survey and post event surveys on the impact of GPAC's work
- Number of GPAC events for organizations and participants served
- Rates of usage of GPAC volunteer services and stories of impact of those services
- Participation in networks and professional development opportunities, and stories of impact on those participants

Continue local leadership, recognize that GPAC is one element in a support network of other artist-support organizations, support collaborative efforts and synergy within the network

SUPPORTER/RESOURCE PROVIDER

- Develop and promote Pittsburgh Artist Resource website and free artist membership
- Refine current professional development program and offer new ExSample program
- Expand Artist Resource Fair to offer additional professional development and networking
- Continue one-on-one consulting, special projects, such as Fair Play
- Build capacity of artists to secure support for their work
- Evaluate Emergency Fund for Artists program and adjust
- Pursue opportunities to create improved economic development opportunities for entrepreneurs
- Explore expansion to a larger Artists Resource Agency concept with added capacity to manage new programs and offer additional resources
- Provide legal and business help to entrepreneurs through VLA/BVA program

Art on the Walls

- Continue Big Room program as new opportunity for artists
- Manage current external program with partners, increase and expand partnerships

Support Teaching Artists

- Re-engage quarterly CreatorsMakersTeachers salons

PERFORMANCE METRICS

- Artist members in GPAC
- Number of GPAC events/workshops for artists and artists served
- Rates of usage of GPAC consulting for artists and stories of impact of that consulting

Continue to listen, adapt, adjust, and develop innovative solutions in response to the needs of our arts and culture community

Sustainability

- Build fundraising capacity
 - Individuals with donor recognition and incentive program
 - Corporate sponsorship and engagement
 - Expand foundation/government support

Branding and Communications

- Improve external understanding and awareness of GPAC using key messages; update branding/style guide
 - Arts and culture community
 - Business, elected officials and others
- Improve communications to members

Membership

- Continue progress on artist membership program
- Improve organization membership program – value and benefits
- Strengthen connection to arts organizations – staff and board, build governance related program offerings
- Surrounding counties engagement strategy

Equity and Inclusion

- Continue organizational learning progress on policies and programs, training program for board and staff
- Implement board policy, adding "Access" to overall program

Plan Management

- Review annual plan document effective July 1 with budget and updated benchmarks/metrics as needed

Governance

- Continue Customized Commitment program to improve board member engagement
- Improve board and staff diversity recruitment to gain needed skills, resources, backgrounds, experience and connections
- Develop executive leadership succession plan
- Hold Annual Retreat for Board
- Administration – monitor and adjust staffing plan as needed to support needed capacity changes and update internal policies- handbook, fiscal, etc.

PERFORMANCE METRICS

- Degree to which current users of GPAC services are likely to recommend that their colleagues:
 - Become members and participate in GPAC networks
 - Seek grants and assistance from GPAC
 - Participate in GPAC events, volunteer services, and consulting
- Continued progress in establishing fundraising capacity from individuals, corporations, and foundations