**Cultural Council of Greater Jacksonville**

**Strategic Plan 2017-2022**

**Background**

9/27/17

**Strategic Plan Relevance**

* Strategic plans are intended to set direction for the organization, usually for five years.
* The plan is a broad strategy document set by the board of directors.
* Components consist of the following elements, perhaps under differing names and structures:
  + *Mission* – The reason the organization exists. The mission should not change often.
  + *Vision* – Future that it wishes to create. This should be a stretch, not easily reached.
  + *Values* – Behaviors expected by all involved that auger toward the vision.
  + *Key Strategies and Goals* – Measurable three-year stretch directions for staff.

**Development of Our Strategic Plan**

* A Cultural Council Strategic Plan Task Force was established in March 2017 to develop a new strategic plan 2017-2022. The attached draft was completed in August 2017.
* Task Force members included: Ann Carey, Tayloe McDonald, Kemal Gasper, Claudia Baker, Mac Bracewell and Dave Engdahl as chair. Many Board members participated in one or more meetings, as they were encouraged to do. A few Task Force members resigned part way through the process due to other commitments. Staff participation included Executive Director Tony Allegretti and Patrick Fisher, who kept meeting records.
* The Task Force reviewed the history of the organization, bylaws, applicable COJ ordinances and previous strategic plans. The following are key points of note.
* History:
  + *Beginning* – Formed as The Arts Assembly in 1973 for the purpose of leading and coordinating the arts and culture community and activities in Jacksonville.
  + *Florida Theatre* -- Led the effort in 1983 to reopen the Florida Theatre.
  + *Cultural Service Grants* – Designated in 1990 as the official re-granting agency for COJ arts and cultural funds.
  + *Art in Public Places Program* – Designated as administrator of COJ program in 2006.
* Previous Strategic Plan:
  + *2011-2014 Strategic Plan* – This plan was approved early in 2011, and recommended a more proactive organization, taking on the roles of activist, collaborator and grantmaker. This constituted a significant cultural shift. However, the plan and was never fully implemented.
  + *2014-2017 Interim Plan* – A simpler version of the 2011-2014 plan (encompassing 2014-2017) was developed to guide the organization through this transitional period.

**Implementation Plan**

* Perhaps the most important part of a strategic plan is an Implementation Plan. This part is where previous Cultural Council strategic plans have not met expectations.
* It is the responsibility of staff, led by the Executive Director, to develop an Implementation Plan addressing each of the Strategic Goals.
* The Implementation Plan consists of specific initiatives, programs and projects, some of which will be new and some of which may already be in progress. Each initiative, program and project should have assigned responsibility, schedule, budget and collaborative partner. (always having a collaborative partner is a Strategic Task Force recommendation).