



Strategic Plan 2017 – 2021

GOAL:

To become the
premier
artists' community
in the world



atlantic center for the arts

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Funding for Atlantic Center for the Arts comes from many dedicated and generous individuals, and the following entities:





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ABOUT ATLANTIC CENTER FOR THE ARTS

Atlantic Center for the Arts (ACA), an interdisciplinary non-profit artists-in-residence community founded in 1977, serves artists from around the world through its year-round residency program, and over 50,000 regional community members and visitors through cultural events, free programs in the public schools, classes, and exhibitions.

Residency Program

Since 1982, Atlantic Center's residency program has provided artists from all artistic disciplines with spaces to live, work, and collaborate during three-week residencies. Located just four miles from the east coast beaches of central Florida, the pine and palmetto wooded environment contains award-winning studios for painting, sculpture, music, dance, writing, as well as a black box theater, digital computer lab, and resource library. Each residency session features three master artists from different disciplines, selected by the National Council that guides the organization's artistic direction. Each master artist personally selects a group of associates - talented, emerging artists - through an application process administered by ACA.

During the residency, artists participate in informal sessions with their group, collaborate on projects, and work independently on their own projects. The relaxed atmosphere and unstructured program provide considerable time for artistic regeneration and creation. Atlantic Center for the Arts provides housing (private room with work desk/bath), weekday meals (provided by ACA chef) and communal studio space. Former Master Artists-in-Residence include such luminaries as Tony Award and Pulitzer Prize winning playwright and director Edward Albee, author Marilyn French, choreographer David Parsons, visual artist Dennis Oppenheim, painter Alex Katz, architect Arata Isozaki, sculptor Ursula Von Rydingsvard, poet Quincy Troupe, photographer William Wegman, composer John Corigliano and filmmaker Alan Berliner.

Pabst Visitor Center & Gallery

The public can enjoy the **Pabst Visitor Center & Gallery** at main campus, with space for cultural tour groups and community education programs, a teaching gallery for students, the Jack Mitchell Portrait Gallery, and a gift shop. The entire facility sits on 68 acres of lush tropical vegetation and is surrounded by 2,200 acres of preserved wetlands, The Doris Leeper Spruce Creek Preserve, named in honor of ACA's founder. A self-guided Art & Nature Trail begins at the Pabst Visitor Center, and includes the viewing of two significant sculptures and signage along the boardwalks indicating environmentally important flora and fauna.

As a venerated international artists' community, ACA has a strong local presence and relationships in the community of New Smyrna Beach, a small coastal town of 30,000. Arts education and outreach has been a vital component of Atlantic Center's mission since its first residency in 1982, reaching throughout the Central Florida community. Over 200 free public programs are offered yearly.

ACA DOWNTOWN COMMUNITY PROGRAMMING

Atlantic Center's community programming efforts are part of a coordinated effort called **ACA Downtown**. An initiative of ACA in partnership with the City of New Smyrna Beach, it is designed to create and provide innovative arts programming that fosters community interaction in the downtown core. Its programs create an arts rich environment bringing together a diversity of citizens, businesses and community leaders. *ACA Downtown* is the natural outgrowth of community programming that Atlantic Center has provided to our Central Florida community for decades.

Harris House and Arts on Douglas Gallery

Atlantic Center at Harris House, established in 1991, is named in honor of Trustee Ed Harris and his late wife, Joan. The Harrises presented Atlantic Center with funds to enable the Center to purchase and renovate the former Lutheran parish house and establish this community outreach facility. The ACA Yurick Studios at Arts on Douglas provides expanded classroom space and an ACA alt_space exhibition gallery, created to showcase work in new media by Florida artists. In 2014, ACA took ownership and management of **Arts on Douglas**. Conceived as a commercial gallery by Doris Leeper and Ed Harris to promote the work and careers of professional artists from Florida, the gallery has since formalized its affiliation with ACA, combining missions, resources and programs in order to further facilitate community engagement with the creative arts.

Arts & Wellness Programs

ACA directs its community efforts from this centralized location in the city's downtown core. This includes its Arts & Wellness program, a cutting-edge component established in conjunction with the Pabst Charitable Foundation for the Arts and the National Center for Creative Aging in Washington, DC. ACA is using the Creative Caregiving Guide, developed here over the past three years, to bring more substantive experience through art to the elderly, their caregivers and families through music, poetry, movement and visual arts. Under the Arts & Wellness umbrella, community programs incorporate yoga, music, creative visualization, journaling, and visual arts into a curriculum designed to lower stress among at-risk youth, and encourage learning in a supportive environment with weekly programs. ACA's community arts offerings meet many different needs: arts education programs; summer art camp for youth; community service for high school students; outreaches to public schools; partnerships with local government for special projects; multigenerational events to bring together community members of all ages; cultural enrichment for adults, and exhibition opportunities for Florida artists.

IMAGES: A Festival of the Arts

Presented by Atlantic Center for the Arts since 2004, IMAGES is a juried fine art festival chartered by the State of Florida in 1976 as a nonprofit cultural, and educational organization designed to present and promote the arts in Southeast Volusia County. The original IMAGES concept expanded into workshops and evolved into the idea of an artists-in-residence community. By the third festival in 1979, two separate boards were formed, one to oversee the annual IMAGES Art Festival, and the other to develop what was to become Atlantic Center for the Arts. The split into two entities occurred amicably later that year as a practical way to fundraise and plan. Twenty members of the IMAGES Development Board and five members of the IMAGES Festival Board were among the first Board of

Trustees for Atlantic Center for the Arts, which established its own separate 501 (c)(3) with Doris Leeper as the Chair.

Over 600 artists from throughout Florida and the nation vie for 220 spots, with selected artists providing a cross-section of artistic backgrounds and mediums. The high quality work combined with a strong patrons purchase program, continuous musical entertainment, creative children's art projects, and appealing cuisine provide the 47,000+ crowd with a culturally rich experience that reflects the ACA stamp of artistic excellence. New Smyrna Beach is ranked one of the "100 Best Small Art Towns in America" in John Villani's book.

APPROACHING THE 2017-2021 STRATEGIC PLAN

Mission: Atlantic Center for the Arts is a nonprofit 501 (c)(3), interdisciplinary artists-in-residence community and arts education facility dedicated to promoting artistic excellence, providing talented artists an opportunity to work and collaborate with some of the world's most distinguished contemporary artists in the fields of music composition and the visual, literary and performing arts. Community interaction is coordinated through on-site and outreach presentations, workshops and exhibitions.

Vision: To become the premier artists' community in the world

- Make art education available to everyone
- Offer artists of all disciplines an opportunity to explore, create and form interdisciplinary collaborations
- Attract the most renowned Master Artists and highest quality Associate Artists
- Maintain an excellent infrastructure and a solid financial base
- Explore and initiate the exchange of dialogues within the arts locally, nationally and internationally
- Create an arts rich environment that brings together a diversity of citizens, businesses and community leaders
- Act as a repository for works by our Master Artists (i.e., the collection becomes an archive and a living library of the contemporary arts)
- Continue to maintain a strong Board and Advisory Council

This plan reflects the mission of Atlantic Center for the Arts and lays out a clear vision and discrete steps for achieving ACA's strategic goals over the next three to five years. This new Strategic Plan is grounded in the best thinking of the Board of Trustees and staff. It seeks not only to build upon existing programs and partnerships, but also to develop new ideas and strengthen relationships. The Strategic Plan is a working, evolving blueprint. Progress will be reviewed annually by the Board of Trustees and staff and adjustments made to the priorities and timeline, as needed.

Atlantic Center for the Arts has established five strategic pillars and accompanying goals to guide it.

1. Funding – Increase long-term and operating capital with diverse funding sources to support ACA and its programs
2. Communication – Use web, social media, and traditional media tools to promote ACA's position as a catalyst for artistic excellence and individual creativity
3. Programs, Diversity, Access – To foster artistic excellence through residencies, community programs, and continuing artist engagement; ensure all of ACA's work is reflective of our diverse population and accessible to all
4. Facilities/Infrastructure – Maintain, improve, and leverage our most visible resources; support the systems that enable the work of ACA
5. Thought Leadership – Establish ACA as a leading authority and champion for the arts regionally and nationally.

FUNDING: Strategic Pillar #1

GOAL: Increase long-term and operating capital to support ACA and its programs

RESPONSIBLE PARTY: Trustees/Co-Executive Directors/Development Staff

Objective 1 Activate ACA constituents, the arts community, stakeholders and the public to ensure strong support and secure additional financial resources

Measurable Outcome: Six or more cultivation events and donor meetings are held yearly

Strategy 1: Increase donor-giving by building relationships and increasing communication with donors and both public and private entities

Strategy 2: Place special emphasis on targeting non-member event attendees

Strategy 3: Develop Annual Fund campaign or Giving Tuesday (online platform)

Strategy 4: Increase sponsorship and patronage by 15% for IMAGES: A Festival of the Arts; increase Horsin' Around net income by 10%; leverage "Support an Artist" donations; allocate 25% of additional net from special events toward debt reduction, if necessary.

Objective 2 Increase Grant/Foundation Support

Measurable Outcome: Grant/Foundation support diversifies and increases 20% by 2018

Strategy 1: Increase Grant Support – apply to four additional granting sources

Strategy 2: Apply to private foundations for grants of \$10,000+

Strategy 3: Keep abreast of current program strategies and best practices in arts grantmaking

Strategy 4: Ensure transparency with all funders

Objective 3 Build Endowment

Measurable Outcome: Endowments are increased by \$100,000 per year

Strategy 1: Obtain additional Master Artist Endowments (\$10,000 per year for five years = \$50,000); initiate Associate Artist Endowment

Strategy 2: Engage founding members and ask for bequest

Strategy 3: Evaluate sales of assets

Strategy 4: For major commitments received, request the use of 10% of the major contribution toward debt reduction as permitted.

Objective 4 Build Creative Partnerships / Facility Leasing

Measurable Outcome: Smart-use, revenue, creative partnerships are increased

Strategy 1: Seek Creative Partnerships in terms of accessibility, outside programming, and earned income; develop new relationships with Daytona State College and Embry-Riddle Aeronautical University, nurture ongoing relationships with UCF, Stetson University, Bethune-Cookman University, FoundSound Nation, among others, to utilize facility with arts-related programming when artists are not in residence.

Strategy 2: Seek out current national workshops and market ACA as a venue

Strategy 3: Aggressively pursue corporate retreat business

Objective 5 Arts on Douglas

Measurable Outcome: Increase sales and community engagement by 20%

Strategy 1: Increase opportunities for lower priced art, items, etc.

Strategy 2: Increase corporate clientele through partnerships and exhibitions

Strategy 3: Expand Art Consulting services

COMMUNICATION: Strategic Pillar #2

GOAL: To use web, social media, and traditional media tools to promote ACA's position as a catalyst for artistic excellence and individual creativity

RESPONSIBLE PARTY: BOT Development Committee/Department Heads/Marketing Manager

Objective 1 Use Technology to maximize accessibility

Measurable Outcome: Encouraging audience to follow us on social media and via website

Strategy 1: Utilize virtual methods to facilitate free and accessible events

Strategy 2: Utilize online platforms to showcase ACA programming and application procedures through photos, videos and stories

Strategy 3: Promote all ACA events, programs on Twitter/Facebook/YouTube/Instagram/Snapchat and other new and emerging platforms

Strategy 4: Document residency with interviews and develop the strategy as a feature of website and social media channels

Strategy 5: Create an environment that can generate interaction organically through #hashtags and other social media outlets for residencies, special events and visitors

Objective 2 Demonstrate History

Measurable Outcome: ACA materials, events, milestones and stories, past and present, are archived

Strategy 1: Develop a new format for showing the faces of each Master Artist in a new way (the Jack Mitchell Gallery is fixed at 180 portraits of former artists)

Strategy 2: Publish *Doris Leeper: Legacy of a Visionary*

Strategy 3: Attain grant for archiving records, photographs, artist-related materials

Strategy 4: List residency participants on ACA web, create living archive, annual review

Strategy 5: Archive ACA Volunteer League involvement

Objective 3 Keeping communication with constituents and stakeholders

Measurable Outcome: Development Department (including Executive Director, Special Events Coordinator, and Membership Director) reaches out to artists, members, supporters, funders, and sponsors twice a month

Strategy 1: Distribute engaging monthly email newsletter and special announcements (Arts on Douglas, Residency, Special Events)

Strategy 2: Ensure printed and electronic promotional materials recognize donors, foundations, grantors and sponsors with proper logos

Strategy 3: Utilize ACA and IMAGES Facebook Pages and other social media for call for artists and artist opportunities such as residency, IMAGES, exhibitions; highlight alumni achievements

PROGRAMS, DIVERSITY, ACCESS: Strategic Pillar #3

GOAL: To foster artistic excellence through residencies, community programs, and continuing artist engagement; ensure all of ACA's work is reflective of our diverse population and accessible to all

RESPONSIBLE PARTY: National Council/Program and Education Department Heads

Objective 1 Master Artists-in-Residence Program

Measurable Outcome: Associate Artist experience is enhanced and program receives additional financial support

Strategy 1: Foster program reputation and excellence through outreach, alumni network

Strategy 2: Increase the number and quality of artists' applications for residency

Strategy 3: Solicit endowment and gifts to expand funding for associates

Strategy 4: Leverage relationships and connections with National Council members

Objective 2 Community Programs

Measurable Outcome: Partnerships are strengthened locally through interdisciplinary programming

Strategy 1: Invigorate programs by increasing community engagement through placing visiting and teaching artists in Central Florida venues; use Community Artist to strengthen relationships in underserved areas

Strategy 2: Continue to provide a range of opportunities for teen involvement, such as Volusia County Select High School exhibit, the ACA Junior Volunteer Program (which develops leadership, responsibility and life skills) and mentorship opportunities for teens interested in the arts

Strategy 3: Strive to make community programs self-sustaining through Foundation grants and donations

Objective 3 Increase resources to special populations and stimulate the underserved incorporating an interdisciplinary approach to Arts & Wellness

Measurable Outcome: Caregivers and their loved ones will have more substantive experiences with one another through the arts; reduced stress and other benefits for the underserved and special populations

Strategy 1: Implement Arts & Wellness through the Creative Caregiving Guide; establish partnerships with the City of New Smyrna Beach, medical facilities/programs and Council on Aging

Strategy 2: Incorporate yoga, music, creative visualization, journaling, and visual arts into a curriculum to lower stress among at-risk youth, and encourage various forms of learning in a supportive environment working with groups such as Cuda's Unhooked, youth in foster care and at schools and community centers

Strategy 3: Monitor, document, evaluate and assess interactions with special populations and the underserved

Objective 4 Florida Artists/Exhibitions

Measurable Outcome: Continue to highlight Florida artists and provide quality, engaging exhibition opportunities

Strategy 1: Provide 18 exhibitions yearly at Arts on Douglas and in the alt_space project room

Strategy 2: Continue building partnerships and featuring work/exhibitions in Pabst Visitor Center and Gallery

Strategy 3: Offer opportunities for artist to sell lower priced works

Strategy 4: Provide opportunities for Florida artists from IMAGES: A Festival of the Arts to act as teaching and exhibiting artists in community venues

Objective 5: Collaborate and partner with government agencies, corporate and educational institutions to maximize the integration of the arts

Strategy 1: Relationships with Florida Alliance for Arts Education, Very Special Arts, and Volusia County Schools

Strategy 2: Continue working with public and private colleges and universities in programming and outreach

Strategy 3: Continue work within Volusia County Schools to provide arts education and teaching artists at all levels

FACILITIES/INFRASTRUCTURE: Strategic Pillar #4

GOAL: Maintain, improve and leverage our most visible resources; support systems that enable the work of ACA

RESPONSIBLE PARTY: BOT Internal Committee/ Executive Directors/Facilities Supervisor

Objective 1 Define land resources, and identify three areas

Measurable Outcome: Organizational resources are inventoried and valued in terms of land/buildings each year

Strategy 1: Consider sale of Wetlands Area that can never be built on

Strategy 2: Offer available property for sale (if necessary)

Strategy 3: Build lease partnerships; expand campus as needed

Objective 2 Reduce carbon footprint

Measurable Outcome: Repairs at all facilities are “upgraded” to reduce carbon footprint and decrease expenses

Strategy 1: Make energy conscious decisions on future replacements/repairs to all buildings and grounds

Strategy 2: Cut electric use by 40% at main campus using new technologies

Strategy 3: Install Wi-Fi “smart thermostats”

Objective 3 Show ACA in best possible light

Measurable Outcome: All ACA facilities look their best every day

Strategy 1: Maintain and upgrade the roofs, AC, etc., as needed

Strategy 2: Establish relationships with local contractors and service providers to secure partnerships/assistance

Strategy 3: Increase grant support for facilities and infrastructure support

Objective 4 Technological infrastructure

Measurable Outcome: Technology is a help, not a hindrance, to staff and artists

Strategy 1: Update and assess IT ability on annual basis

Strategy 2: Enhance use of technology to connect/communicate and share successes

Strategy 4: Make updating website and database an easier process

Strategy 4: Look for partners/foundations that would be interested in supporting technology upgrades

Strategy 5: Transition to Cloud-based storage

THOUGHT LEADERSHIP: Strategic Pillar #5

GOAL: Establish ACA as a leading authority and champion for the arts regionally and nationally

RESPONSIBLE PARTY: Executive Directors, National Council, Board of Trustees, and Designees

Objective 1: Provide leadership and facilitate conversations to address issues where the arts may inform the conversation

Measurable Outcome: Champion the best work of artists and arts organizations and help to develop new avenues of support for innovative, impactful work

Strategy 1: Pursue professional development and networking opportunities, such as trainings, speaking engagements, panel involvements and conference attendance for staff to engage and develop their expertise on arts issues

Strategy 2: Maintain productive relationships with regional, national and international arts groups such as Volusia County Cultural Alliance, Alliance of Artists Communities, and Res Artis; support the development of emerging arts leaders.

Strategy 3: Define clear roles for Board Members and develop as Leaders through formal board orientation, refining communication skills, and succession

Objective 2: Highlight and promote arts innovation, the value of the arts, and successful programs

Measurable Outcome: Provide important services to our constituents to grow and thrive

Strategy 1: Support research that informs various sectors on the value of the arts

Strategy 2: Develop and publicize successful case studies and grantor stories

Objective 3: Keep abreast of current program strategies and best practices in the arts

Measurable Outcome: Use institutional knowledge and ACA's widespread access to international, national, regional and local arts leaders to exchange information and access new resources

Strategy 1: Identify and support new and innovative ideas, as possible and when appropriate

Strategy 2: Develop focus groups of stakeholders to generate insights and set strategic priorities

Strategy 3: Encourage lifelong arts participation

Objective 4: Develop categorical evaluations for Executive Directors

Measurable Outcome: Evaluation will take place yearly in May, after release of audited financial statements; goal-setting with Executive Committee will take place yearly prior to Annual Meeting

Strategy 1: Evaluate on an annual basis, prior to setting the budget for the next fiscal year

Strategy 2: Develop periodical evaluations

Strategy 3: Continue to refine clear roles for staff members