



# A New View

*Executive Summary*

A Strategic Plan  
to Strengthen Ohio  
Through the Arts  
2011-2013

*Ohio Arts Council*

## Message from the Chair and Executive Director

### Dear Ohio Arts Council Constituents and Citizens of Ohio:

In big cities and small towns, from Lake Erie to the Ohio River, Ohioans have long been proud of their state's cultural assets. However, our arts and cultural institutions, artists and arts educators should be seen as much more than just cherished resources; they are innovative entrepreneurs, drivers of economic development and an irreplaceable part of the solution to today's complex challenges. We believe in the economic power of the arts so much, in fact, that developing Ohio's creative economy is at the heart of the Ohio Arts Council's 2011-2013 strategic plan.

The five key goals identified in this plan represent our bold new view of the part the arts can play in restoring the prosperity of our state. Strengthening the role of the arts in creative economic development, job creation, business retention and community revitalization will become a primary focus for our agency. We will also be proactive about fueling the next generation of leaders with the creativity and innovation skills they need to succeed in the workforce of tomorrow. All the while, we will continue in the grant-making role that we have filled for more than four decades, investing wisely in Ohio's arts and culture.

After an unprecedented two-year planning process that invited thousands of Ohioans to join the conversation, we are confident this strategic plan reflects the hopes and aspirations of citizens for their communities and the state. Thank you to all who participated; your contributions were invaluable. Now, we pledge to carry out the actions described in this plan to the best of our ability and to report back to you annually on our progress.

We can't wait to get started.

With our gratitude and support,



Jeffrey A. Rich  
Chair



Jacquelyn Nance  
Immediate Past Chair



Julie S. Henahan  
Executive Director



Photo by Janet Macoska

Double-Edge Dance at  
Cleveland's Ingenuity Festival

# Strategic Planning Process

Over the course of two years, the OAC conducted extensive research and solicited stakeholder input in the development of this plan—more than for any prior strategic plan developed by the agency. Below is an overview of our planning process.



Courtesy: Springfield Arts Council

## Statewide Listening Tours

In the fall of 2008, the OAC launched an extensive two-year listening tour as a prelude to the development of its next strategic plan. More than 1,000 Ohioans participated with the OAC in this statewide conversation. Ohioans from all walks of life shared their candid views on community life and how the OAC could help them as they sought to revitalize, and in some cases transform, their communities using local assets, arts and culture. Artists; those working in arts and cultural organizations; educators; elected officials; representatives of regional planning offices, economic development councils and businesses; and other citizens described the challenges they face each day, their appreciation for local assets and their dreams for what might be possible for their communities and Ohio.

## A number of major themes emerged from our conversations:

### Heritage & Culture

A tremendous “pride of place” is present in most Ohio communities. Arts and cultural organizations, artists, history, architecture, natural resources, parks, historical and waterfront districts, and other unique community assets are all seen as essential aspects of how the community views itself.

### Creativity & Innovation

Arts and cultural assets (e.g., museums, theaters, performance spaces, artists, etc.) are seen as critical to the overall mix of assets that are needed to attract and retain knowledge-based businesses in a region.

### Education

Parents want their children to have well-rounded educations and hope that their children will live and work in Ohio.

## Public Policy & Planning

Communities recognize the importance of support and leadership from elected officials for economic development efforts. When broad-based community and regional planning efforts are implemented, the contributions of different sectors—including the creative sector—are recognized as invaluable to the success of the community.

## Community Revitalization & Stabilization

Downtown revitalization efforts, even those in the planning stages, are seen as crucial to economic development, maintaining community pride and attracting visitors.

## Ohio Statewide Arts & Culture Opinion Survey

To widen the circle of public involvement, the agency staff—with the help of Jerry Allen and David Plettner-Saunders of The Cultural+Planning Group and Linda T. Flynn of The Tara Group—developed and conducted a statewide online opinion survey. The survey was administered in June and July 2010 and was disseminated electronically to a diverse group of Ohioans, including constituents of more than 70 state and county agencies; community organizations; business and civic associations; student groups; and arts, cultural and education organizations.

The survey was completed by a total of 5,748 respondents from 87 of Ohio’s 88 counties. As with telephone surveys, responses were weighted to assure that results would be a statistically valid representation of statewide citizen opinion. Respondents identified the most important things the state of Ohio should do to meet citizens’ cultural needs as:

1. Help ensure arts education for all students
2. Help Ohio’s local communities develop their own arts and cultural resources
3. Fund professional arts organizations and artists
4. Help ensure arts learning opportunities for citizens of all ages

## Discussion Groups & Interviews

To highlight the findings from the listening tours and the *Ohio Statewide Arts & Culture Opinion Survey*, a series of small group discussions and interviews were held with OAC board members and staff, artists, grantees from a wide variety of nonprofit organizations and schools, and legislators. Participants were asked to identify the strengths of the OAC. Virtually all respondents spoke about the experienced staff’s high level of service and individual technical assistance to the field.



- GOAL ONE** Protect Ohio’s Quality of Life
- GOAL TWO** Connect Ohioans to Arts and Culture
- GOAL THREE** Help Citizens of All Ages Learn and Thrive Through the Arts
- GOAL FOUR** Establish Arts and Culture as a Partner in Community, Regional and State Development
- GOAL FIVE** Develop Leadership for Arts and Culture

*A New View* can be found in its complete form as a downloadable PDF on the OAC website at [www.oac.ohio.gov/strategicplan](http://www.oac.ohio.gov/strategicplan)

# GOAL ONE

## Protect Ohio's Quality of Life

Across Ohio, citizens talk about the tremendous "pride of place" they have for their communities. Arts and cultural organizations, artists, architecture, natural resources, parks, historical and waterfront districts, and other unique community assets are all seen as essential aspects of how the community views itself and are important economic, educational and community development drivers. In 2010, the Ohio Arts Council provided support to 602 artists and nonprofit arts and cultural organizations that are a critical part of their community's fabric of life. The state's return to prosperity is inextricably tied to having vibrant communities that attract and retain innovative firms and talented workers. Today, every effort must be made to protect the investment citizens have made in Ohio's artistic and cultural heritage.

### Objective 1

#### Invest in Ohio's rich arts and cultural resources

- Support the nonprofit cultural component of Ohio's creative economy (e.g., arts and cultural organizations and artists) through OAC grants, resources and services.
- Recognize the outstanding accomplishments of Ohio artists through OAC fellowships, awards, residencies, special initiatives and Riffe Gallery exhibitions.
- Publish the *Ohio Arts Festival & Competitions Directory* to increase cultural participation in community arts festivals that boost cultural tourism and galvanize civic engagement, volunteerism and local pride.
- Ensure that children have access to high-quality, educational experiences that nurture creativity through the outstanding nonprofit arts and cultural organizations that receive OAC operating grants.
- Continue support for activities to reach underserved areas and populations, which include rural or isolated communities, people of color, people with disabilities, children and older adults.

### Objective 2

#### Preserve Ohio's cultural heritage

- Continue support for individual artists in folk and traditional arts through the Traditional Arts Apprenticeship program, Ohio Heritage Awards, Ohio Traditions website and performance opportunities across the state.
- Expand Ohio Traditions website through National Endowment for the Arts-funded field work and referrals by partners, including Cityfolk, the Ohio Humanities Council and The Ohio State University Center for Folklore Studies.
- Increase visibility of folk and traditional artists through public media, including the Ohio Channel and Our Ohio, a television series focused on rural Ohio and produced by Think TV in partnership with the Ohio Farm Bureau Federation.
- Publish commissioned research on Ohio's Latino communities, including artists and organizations, and add profiles to the Ohio Latino Arts Directory.
- Initiate commissioned research on Ohio's African immigrants to document their artistic and cultural work, as well as their experiences living and working in Ohio.



### Objective 3

#### Promote job creation and economic development through creative economy initiatives

- Increase the number of Creative Economy Project grants to assist communities that are strategically using arts and culture as catalysts for strengthening their economic development, livability and cultural tourism.
- Identify the scope and nature of Ohio's creative sector and its competitive opportunities through contracted research associated with the second OAC State of the Arts report.
- Foster and highlight artist-driven community development efforts through OAC General Project and Creative Economy Project grants, programs, publications, and OAC and Ohio Traditions websites.
- Research the possibility of offering micro-grants to artists to develop their entrepreneurial skills, improve the marketing of their work, or develop business plans.

Lincoln Theatre (Courtesy: Columbus Association for the Performing Arts)



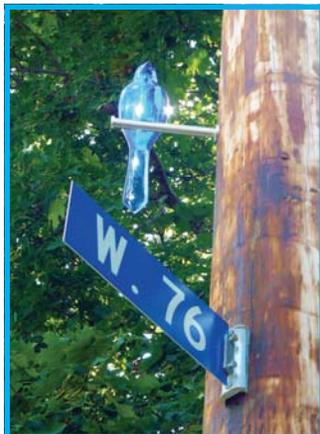


## Objective 4

### Secure new revenue sources to meet the artistic and cultural needs of Ohio citizens and communities

- Diversify agency funding streams through supplemental public and private revenue sources.
- Explore a “vibrant quality of life” coalition that links related interests, such as arts and culture, historic sites, parks and outdoor resources, in a tax initiative for a dedicated revenue source.
- Seek opportunities to identify funding for community-wide and regional initiatives through strategic partnerships at the local level involving other governmental entities, community foundations and economic development corporations.

Image above: Noelle Chun photographed by Stephanie Matthews



Courtesy: Cleveland Public Art (2)



## Objective 5

### Leverage the Ohio Arts Council's resources for greater effectiveness and efficiency

- Maintain and streamline grant programs, especially operating support grant categories (Sustainability and Arts Access), to lengthen grant award cycles for organizations that have strong track records with the OAC and fully digitize all grant application materials to reduce costs associated with grant review panels.
- Reorganize staff efforts to accommodate new functions related to creative economy initiatives, research and cultural policy development.
- Identify and eliminate grant processes that are duplicative or no longer necessary in order to streamline daily operations.
- Use technology to streamline the grant-making process, reduce panel meeting costs, increase access to board and panel meetings, and improve communication with constituents and citizens of Ohio.
- Continue to implement the state government Cost Efficiency Standards, including local print consolidation, server virtualization, office space allocation standards and paperless state accounting.
- Continue to use strategic partnerships that help the agency save money, reduce duplication of services, and expand expertise and reach across the state.
- Design and implement performance audits to achieve further cost-savings and efficiencies related to the grant-making process.



Courtesy: Cleveland Public Art (2)

## What is the “Creative Economy”?

The creative economy includes the full range of arts and culture: fine arts as well as popular, ethnic, commercial and design arts. It also includes cultural events, such as festivals and celebrations, concerts and dances in the parks, and the preservation of history and heritage. It encompasses all individuals, businesses and nonprofit organizations that directly or indirectly produce cultural products or services. Also, it includes thinkers and doers who are trained, whether formally or informally, in specific cultural and artistic skills.

**Creative individuals** include visual artists, performing artists, designers, media artists, film makers, arts educators, craftspeople, architects, writers, chefs, production technicians, volunteers and others.

**Creative businesses** include advertising, marketing, architecture, design, digital media, music and dance clubs, art galleries, arts-related retail stores, film production and post-production, arts-related printing, live theaters, festivals, “foodie” restaurants and others.

**Creative nonprofits** include all types of arts and cultural organizations, historical and heritage organizations, professional and volunteer associations, arts-related departments within a college or university and others.



Courtesy: Art Opportunities

### Visual Art-Making Cultivates Interdisciplinary Thinking

Eighth grade students at the **Dayton Regional STEM School** spent an entire quarter focusing on immigration, comparing past and current immigration experiences. Through the OAC's **Artist Express** program, Artist in Residence artist Migiwa Orimo, an immigrant herself, introduced art as a framework for exploring and understanding personal and societal experiences. Drawing, taking pictures, writing, charting, mailing letters, mapping, collecting information and finding objects are all part of this process. Students and teachers in science, language arts, Chinese, mathematics, health and wellness, social studies and the arts collaborated to create an art installation that reflects and synthesizes interdisciplinary concepts and experiences in order to illuminate the immigrant experience in America.



Courtesy: Columbus Asian Festival



Courtesy: YS Kids Playhouse

### Access to Excellence

**Playhouse in the Park** contributes \$20 million to Cincinnati and Hamilton Counties' economies and serves more than 200,000 people every year. The two-time Tony® Award-winning theater has focused national attention on Cincinnati as the home of extraordinary theater. Its economic impact and national reputation are welcome outcomes of the theater's programs, but equally important is the impact the theater has on the people of the area. Subsidized tickets are provided to qualifying residents, including local men and women in recovery programs and children who might otherwise never have the opportunity to see live theater.

# Supporting A Creative Economy

## Creative Economy Project Support, Ohio Arts Council

In 2011, the OAC introduced, as part of its Project Support category, a **Creative Economy** grant. These grants will be made for either planning or implementation for projects that create jobs and income, revitalize communities or downtowns and draw cultural tourists. Creative Economy grants must leverage the assets of the creative sector that are intrinsic to all Ohio communities—artists, arts and cultural organizations and arts-related businesses—in order to improve a community's economic conditions and overall quality of life.



Courtesy: Passion Works Studio



Courtesy: Cincinnati Musical Festival Association



Courtesy: Ingenuity Festival

The **“From Rust Belt to Artist Belt II”** conference report, published in 2010 by the **Community Partnership for Arts and Culture** in Cuyahoga County, outlines research and presents practical advice on how Rust Belt cities can actively address redevelopment challenges through artist-based community development and strong partnerships with innovative community developers, artists, arts administrators and policy makers. This conference was held in Cleveland’s Detroit-Shoreway neighborhood, which is rapidly changing through artist-based community development projects and the growth of the Gordon Square Arts District.



Courtesy: Cleveland Museum of Art

**Ohioans’ Creative Lives:** Nearly every Ohio resident personally participates in arts and cultural activities, including:

- Reading books (83%)
- Taking photographs (63%)
- Making crafts—ceramics, quilting, woodworking (34%)
- Playing a musical instrument (32%)
- Drawing or painting pictures (29%)
- Writing stories or poems (22%)
- Dancing socially (20%)
- Making movies/designing on a computer (22%)
- Singing in choir/group (18%)
- Performing in plays and/or musicals (17%)
- Writing or performing songs or rap (11%)

Source: OAC 2010 *Statewide Arts & Culture Opinion Survey*

### **Cuyahoga County: Arts and Culture Nonprofits Share Public Funding from Local Cigarette Tax**

In 2006, **Cuyahoga County** voters approved Ohio’s first locally dedicated, countywide arts revenue source generated from a local cigarette tax. This type of tax requires a ballot initiative and is the ultimate test of citizen support. To ensure voter accountability of public funds, the tax must be renewed every 10 years. In fact, taxes dedicated to the arts often grow in popularity because the public perceives their value. In communities where arts taxes are up for voter renewal, frequently they have been re-adopted by voters at higher margins than their original approval. Since the voters of Cuyahoga County approved this tax measure, nearly \$65 million has been invested in arts and culture programs through Cuyahoga Arts and Culture, the special unit of local government that collects and distributes the tax in the form of matching grants, making the county the fifth-largest public arts funder in the U.S. During the 2011 funding cycle, more than 130 new and returning organizations from across the county will share in nearly \$15 million.



Courtesy: Inlet Dance Theatre

## GOAL TWO

# Connect Ohioans to Arts and Culture



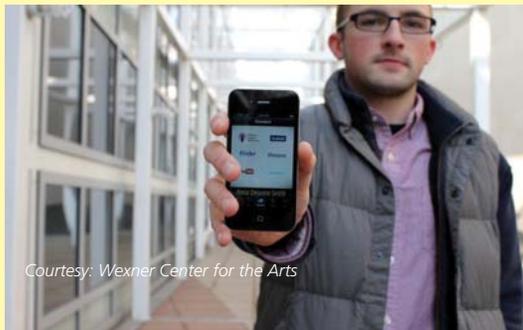
*Field Corn, Sarah E. Fairchild, 2008 (Courtesy: Riffe Gallery)*

Each day, Ohio's nonprofit arts and cultural organizations go about the vitally important work of bringing the benefits of the arts—imagination, captivation, renewal and connection to the long arc of human accomplishment—to individuals and audiences across the state. Connecting Ohioans to the arts has been at the heart of our work for more than 45 years. Since 1965, Ohio's cultural landscape has become more diverse, vibrant and accessible, whether one lives in a rural area, a small town or a big city. Today, the nonprofit arts and cultural sector is one of the state's proudest achievements.

Not only has Ohio's cultural landscape evolved over the years, but so have the ways in which individuals and audiences participate in the arts. Changes in participation reflect changes in the arts, society, the economy, technology, communication and how people live their lives. Today's arts consumers, especially younger generations, want to be more than patrons or subscribers; they crave interactive and immersive experiences and seek out opportunities to become involved and create on a personal level, often in virtual space. While these changes present some challenges, they also provide enormous opportunities for arts and cultural organizations to re-examine their missions and the ways they engage visitors and audiences, and build relationships with them over time.

### Take Your Arts Organization with You

In the fall of 2010, the **Wexner Center for the Arts** in Columbus launched a mobile application designed for use on the Apple® iPhone® and iPod Touch® to help visitors learn about upcoming events. Users can download the app for free and gain access to event information across all programming areas, visitor information, blog posts, podcasts and videos, as well as social media streams. The Wexner Center also went a step further—sharing a development document for other institutions interested in improving their mobile development efforts. The document is posted online at their extensive blogroll at [www.wexarts.org](http://www.wexarts.org).



*Courtesy: Wexner Center for the Arts*

### Partners in Building Participation

In 2008, 12 of Toledo's premier cultural organizations, including the Toledo Zoo, entered into an annual partnership called **Arts Gone Wild**. Cross-marketing informed more than 500,000 patrons of the first ever Arts Gone Wild celebration and project partners—representing dance, theater, music, visual arts and other attractions—and then showcased their offerings during a four-day festival at the Toledo Zoo. The celebration attracted more than 32,000 visitors—almost 50 percent above the zoo's average daily attendance—nearly half of whom reported attending specifically because of the arts presence. Two hundred local artists participated and all festival events were free with zoo admission. Some partners, including the Toledo Symphony, gained season subscribers after the event. Other partners added participants by using a coupon book distributed to all attendees offering free admission to classes or tickets for future performances. The partnership demonstrated that arts organizations working together can attract and engage new participants in ways they never could on their own.



*Cloud Man, Jack Earl  
(Courtesy: Canton Museum of Art)*



Courtesy: Cityfolk

## Objective 1

### Cultivate strategic partnerships to promote arts and culture

- Collect and disseminate success stories of increasing arts participation through inventive delivery models, new forms of social media, as well as tried-and-true methods and creative partnerships.
- Continue to emphasize the importance of access and quality arts experiences through OAC operating, project and arts learning grant categories, web resources and *Arts Part of the Solution* stories.
- Strengthen access and participation through OAC grants and programs, such as *Poetry Out Loud* and IMPACT (International Music and Performing Arts in Communities Tour), in eight of the OAC’s least-funded counties in partnership with local arts organizations and businesses.
- Maintain existing and develop new partnerships with other agencies and organizations (e.g., Ohio Departments of Natural Resources, Tourism and Government Telecommunications; Ohioana Library Association; Ohio public television and radio stations; the Ohio State Fair, etc.) to increase participation in the arts for citizens across the state.
- Expand partnerships with travel and visitors bureaus statewide to support ArtsinOhio.com and increase the number of participating organizations and individuals using this online resource.
- Continue partnership with the Columbus Metropolitan Library to maintain the Ohio Online Visual Artist Registry ([www.ohioonlinearts.org](http://www.ohioonlinearts.org)) of more than 7,000 images from 1,000 artists from Ohio and around the world representing a wide range of art.

## Objective 2

### Engage citizens in ongoing dialogue about the arts and the work of the Ohio Arts Council

- Enhance communication with constituents and the general public through:
  1. More frequent and targeted communications through OAC newsletters, conference calls, e-briefs, social media, the agency’s website and other electronic formats.
  2. Web streaming of board meetings, grant review panels and other professional gatherings.
- Simplify and re-orient the OAC website to make it a more user-friendly resource that fosters participatory content through blogs, discussion boards and networking.
- Continue to highlight innovative and effective ways to enrich arts experiences and increase arts participation through all agency communication methods.
- Provide technical assistance for constituents through the General Project Support grant category, organizational self-assessment tools, site visits, online resources, and publicize the learning and funding opportunities provided by others.
- Begin transition to a more participatory approach to professional development through a peer advisory network that taps the expertise of constituents and Ohio organizations—arts administrators, arts educators, artists, colleges and universities and service organizations.

## Objective 3

### Raise public awareness of the value of the arts in every Ohio community

- Raise awareness of the social, economic and educational value of the arts:
  1. Publish the OAC Biennial Report with examples of the personal and public benefits of the arts.
  2. Recognize the significant contributions to our state’s culture through the Governor’s Awards for the Arts in Ohio.
  3. Introduce the Mayors’ Arts Challenge—short video testimonials from mayors that highlight how the arts and culture make their communities better places to live, work and visit—in partnership with Ohio Government Telecommunications.
  4. Establish a regular column in *ArtsOhio* highlighting the value of the arts through OAC-funded programs and activities from across Ohio.
  5. Collaborate with *Ohio Magazine* and other media outlets to raise awareness of the benefits of arts and cultural activities and effectively tell the story of the arts in Ohio.
- Promote the value of the arts through communication with policy-makers:
  1. Share public value stories and the work of the agency with the General Assembly.
  2. Provide agency funding information to House and Senate districts.
  3. Expand the OAC Arts Ambassadors program to empower Ohioans to share their stories about the value of the arts in their lives and communities.
  4. Continue to provide regular information about the OAC and its work with legislators.

# GOAL THREE

## Help Citizens of All Ages Learn and Thrive Through the Arts

The world is facing unprecedented challenges in a variety of areas and society needs all the ingenuity and know-how it can muster to confront and solve the most pressing problems of today. Thriving in the 21st century will require imagination of the highest order, as well as the ability to see relationships between disciplines—the arts, science and humanities. Successful societies will be those that invest in human capital so that citizens are prepared to use their creative talents to fuel innovation in multiple sectors—business, education, health, government—as well as find success and fulfillment throughout their lives.

### Objective 1

#### Cultivate creativity and imagination in preK-12 learning

- Support arts learning in schools through resources, services and OAC grant programs—Artist Express, Artist in Residence and Arts Partnership.
- Explore the role of creativity and innovation in learning through pilot artist residencies, workshops and online and print publications, such as *Links & Threads*.
- Share relevant research and information about model arts programs with existing networks of arts teachers, education directors and representatives from education service organizations.
- Provide two webinars per year on planning effective residencies for educators and artists.
- Commission an evaluation of the Artist in Residence (AIR) program to gauge changes in participants' creative thinking and other important learning outcomes.
- Based on the evaluation findings, update all AIR-related resources, including publications and professional development for artists and program sponsors.

### Objective 2

#### Ensure arts learning opportunities for citizens of all ages

- Support life-long learning through the Artist Express, Artist in Residence and Arts Partnership grant programs in order to increase the number and quality of arts experiences for Ohioans at all stages of life.
- Communicate with and contribute to regional and statewide networks of education directors who work at nonprofit arts and cultural institutions in order to promote lifelong learning in the arts.
- Develop partnerships with local and statewide aging organizations, such as the Central Ohio Area Agency on Aging and the Benjamin Rose Institute, to expand arts opportunities for older adults through OAC grants and programs.

### Objective 3

#### Pursue policy initiatives to strengthen arts education in schools

- Continue partnerships with the Ohio Department of Education, the Ohio Alliance for Arts Education and other public and private educational programs to ensure that the Ohio Department of Education's operating standards are fully understood and implemented on the local and state levels.
- Maintain awareness of research and other resources distributed by the Arts Education Partnership, the National Assembly of State Arts Agencies and others that advance arts learning and education. Promote significant findings through online publications, such as *Links & Threads*, and at the Arts Learning fall conference.
- Disseminate information, including best practices, emerging models and credible research about the importance of comprehensive arts education, through online and print publications, workshops and public presentations.
- Identify and support exemplary partnerships between arts organizations and higher education institutions through Arts Partnership grants. Promote these efforts through online and print publications in order to strengthen teaching and learning.



Courtesy: Muse Machine

### Where Fine Arts and Engineering Meet

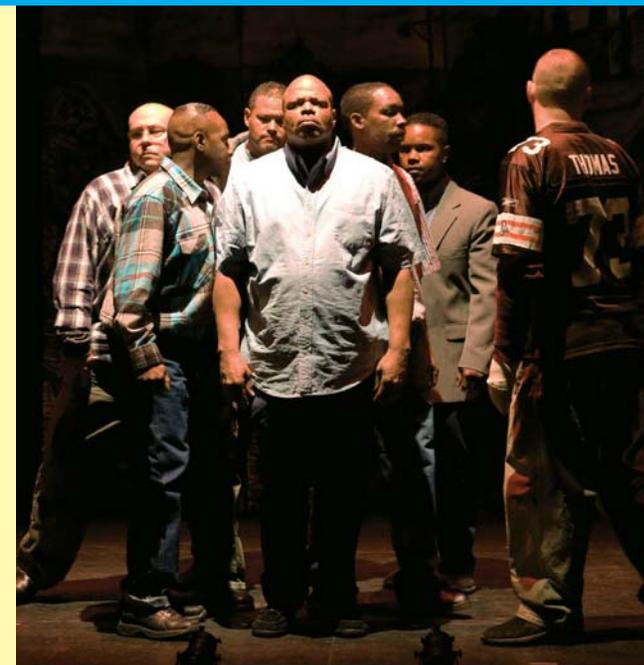
According to *Time* magazine, one of the 15 hottest professions is industrial design—a process that combines knowledge of engineering and technology with skills in the visual arts and an understanding of people. Patrick Walker, an industrial designer, has shared his creative process in K-12 classrooms through the OAC's **Artist in Residence** program. Walker has guided students as they design new spaces, furniture and other items for real or imaginary rooms in their school. In this way, the students and their communities learned that the arts can provide an opportunity to combine research, problem solving, math, science and artistic knowledge and skills to improve their living and working environments. The arts put learning and creativity to work!

### Poetry Out Loud

Funded in part by the National Endowment for the Arts, **Poetry Out Loud** is a free OAC program that offers a unique and engaging way to bring poetry into the classroom. As part of this recitation competition, high school students memorize and perform classical and contemporary poetry, which helps them master public speaking skills, build self-confidence and learn about their literary heritage. Using a pyramid structure, much like a spelling bee, teachers organize contests and the winners advance to the state finals in Columbus. The winner at the state level receives an all-expense-paid trip to Washington, D.C., to compete for the national championship. The OAC partners with the Ohioana Library Association and the Thurber House to present **Poetry Out Loud**. In 2011, more than 8,000 students participated.



Jackson Hille, 2006 Poetry Out Loud Ohio and National Champion



Courtesy: Cleveland Public Theatre

### Theater from the Streets

Sponsored by Cleveland Public Theatre (CPT), the **Y-Haven Theatre Project** is an arts education and job skills program for homeless men who are recovering from addictions and mental illness. A 10-year partnership between CPT and a transitional home and treatment center, the program, funded in part through the OAC, develops skills in the arts that the men can draw upon to maintain sobriety and transition to employment, permanent housing and independent living. The men receive rigorous vocal, movement and acting training with CPT teaching artists. As they learn about theater arts, they create an original play and perform it for peers, students and the public, touring the production to shelters, detention centers and schools. Participants reclaim lost or unknown parts of themselves as they become creative, collaborating artists.

## GOAL FOUR

# Establish Arts and Culture as a Partner in Community, Regional and State Development



Courtesy: Greater Columbus Arts Council

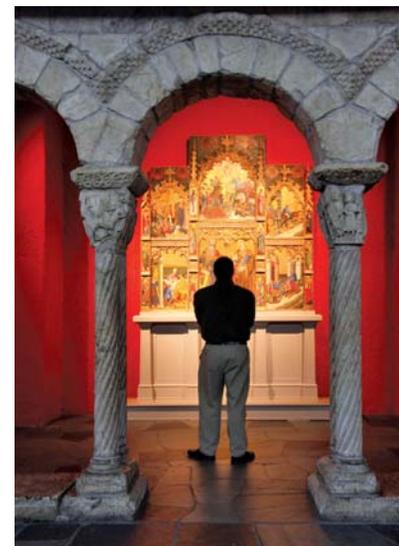
Ohio has the opportunity to both improve livability and boost state and local economies by crafting government policies that are responsive to the state's unique conditions. These enterprising policies should seek to produce synergy across multiple sectors, including arts and culture. During our listening tours, we saw first-hand how cross-sector partnerships (e.g., for-profit and nonprofit businesses, media, colleges and universities, philanthropies and government, etc.) were solving community issues, such as job creation, downtown revitalization, attracting and retaining a talented workforce, and improving residential and commercial properties.

In an era of increased austerity for most businesses and organizations, cross-sector alliances are both a necessity and often preferred when tackling difficult public challenges. This type of collaboration expands expertise and increases the likelihood that development efforts will be thoughtfully designed and implemented. Cross-sector development efforts with arts and culture partners are underway across the state in all types of communities, including Cincinnati, Cleveland, Columbus, Dayton, Mansfield, Nelsonville, Springfield, Toledo, Wapakoneta and Youngstown, just to name a few.

### Objective 1

Contribute to the development of local, state and regional cultural policies

- Identify and share exemplary culture-based development strategies, initiatives and public/private partnerships that are addressing complex community issues.
- Promote culture-based development strategies through the OAC's website, partners' websites, social networking platforms, publications, etc.
- Develop a database featuring culture-based development policies from across Ohio as a resource for individuals, communities and government entities.
- Determine the feasibility of enacting state and/or regional policies that strengthen Ohio's creative industries and overall economic competitiveness.



Courtesy: Toledo Museum of Art

### Objective 2

Develop a statewide and/or regional cultural vitality index

- Extend current research on Ohio's creative industries to include a deeper economic analysis of Ohio's cultural industries and workforce; identify creative communities; and, eventually, track participation in the arts and culture through a cultural vitality index to be introduced in 2015.
- Assess existing cultural vitality indices, including the Urban Institute's Arts and Culture Indicators in Communities Project, Americans for the Arts' National Arts Index and Local Arts Index and The Boston Foundation's Indicators Project, to determine the best approach to such research in Ohio.
- Organize a series of forums for OAC board members, staff and other public agencies who are interested in Ohio's creative economy and its role within the state's economic development plan.



Courtesy: Lancaster Festival, winner of a 2011 Governor's Award for the Arts in Ohio

## Objective 3

### Encourage local communities to engage in community cultural planning

- Support cultural planning through the OAC Project Support grant category.
- Collect and disseminate the work of successful local planning efforts that include the arts and culture and have strong potential for replication in other parts of the state.
- Initiate a pilot program to test the feasibility of a challenge grant program (OAC funds matched 2:1) with community foundations or development corporations that would support cultural planning efforts while maximizing the impact of state funding at the local level.

Courtesy: Cincinnati Opera



### Historic Public Square Transformed into Arts District, Nelsonville

For 50 years, **Stuart's Opera House** in Nelsonville sat empty, until 1976, when the nonprofit Hocking Valley Museum of Theatrical History was formed to restore the opera house as a viable theater and cultural center. The story of this restoration has been filled with drama and inspiration since its earliest days when, in 1980, a devastating fire nearly destroyed the opera house and the community's hopes for its future. In 1997, however, the opera house finally re-opened its doors, paving the way for a cultural renaissance in downtown Nelsonville. Such cultural activities are a perfect complement to the area's history and natural beauty and provide a much needed boost to the local economy.



Courtesy: Stuart's Opera House

### Oregon Arts District Initiative, Dayton

In Dayton, the **Oregon Arts District** is showing that the arts can serve as the catalyst for an area's economic growth and sustainability. Visionary leadership on the part of the initiative's lead investor, Dr. Michael Ervin, has helped this initiative, which began in 2008, attract nearly \$5 million in public and private investment, create more than 100 full- and part-time jobs at new arts district businesses, and fill up empty historic storefronts alongside popular bars and restaurants on downtown Dayton's East Fifth Street. The city of Dayton also has made significant investments to improve parking, streetscapes and lighting.



Courtesy: Cleveland Public Theatre

### Community Developers Partner with Theaters—Gordon Square Arts District

Led by a community development corporation, three nonprofits in Cleveland's **Gordon Square Arts District**

are raising funds from public and private philanthropic sources to renovate two theaters and build a new home for a third. A dazzling, artist-created streetscape now serves as the district's central spine. The district has revitalized retail business while preserving and adding low-income housing units. This \$30 million revitalization will generate half-a-billion in economic development activity in an inner city Cleveland neighborhood, according to the NEA's 2010 *Creative Placemaking* study.

### Live Work Create Toledo

After many years of economic decline, downtown Toledo is undergoing an economic transformation due in part to culture-based development efforts. In 2007, with financial support from the OAC, the Arts Commission of Greater Toledo and the city of Toledo established the **Live Work Create Toledo** initiative, a broad plan focused on exploring and implementing opportunities for economic development and revitalization through the arts. The initiative seeks to attract artists as permanent residents and business owners of the central city. Coupled with an Art Walk series, Gallery Loop events and a multi-weekend outreach extravaganza called "Artomatic 419!," these improvements are bringing financial stability to hundreds of artists and entrepreneurs—as well as generating additional revenue for dozens of nearby eateries, boutiques, bars and entertainment venues. The initiative's success quickly gained attention; in September 2010, the Art Walk program was recognized by a Toledo City Council resolution co-sponsored by Councilman Tom Waniewski, who said of the local artists in the area, "They are a tremendous economic development engine."

## Building for the Future

**ArtsLab** is a unique, three-year capacity-building program that was launched in 2008 to help strengthen smaller arts organizations in Minnesota. Created via a \$1.85 million collaboration between major foundations that support the arts, ArtsLab, managed by **Arts Midwest**, goes beyond traditional capacity-building approaches to strengthen operational management. It was designed in a holistic manner to improve individual leadership capacity and to bolster the Midwest region's arts sector within a community context. The program has two peer groups (a metro and a rural group), each consisting of eight nonprofit arts organizations, that learn together, share best practices and receive support to strengthen their organizational infrastructure. Participating organizations benefit from a diverse set of activities, including an in-depth organizational assessment process, quarterly peer learning gatherings, one-on-one consultative support, distance learning and modest operational support grants. In 2011, ArtsLab partnered with the Ohio Arts Council, the Indiana Arts Commission and the Michigan Council for Arts and Cultural Affairs to offer a capacity-building workshop focused on strategic thinking and community engagement for arts organizations in their states.



2010 Governor's Awards for the Arts in Ohio

## GOAL FIVE

# Develop Leadership for Arts and Culture

Ohio has long been known for its innovation and creativity—from the Wright brothers and Thomas Edison to Maya Lin, James Thurber, Toni Morrison and rock 'n' roll—and its arts and cultural institutions, large and small, are nothing short of world-class. But to sustain and build on that proud legacy, Ohio must continue to identify and cultivate arts and cultural leaders, prepare them for the challenging and demanding environment they are entering, and attract and retain emerging leaders who can guide arts organizations into the future. The long-term sustainability of Ohio's arts and cultural sector depends on talented, adaptive, creative leadership at all levels, both in senior management and among younger leaders. Only by investing in and capitalizing on the power of its greatest resource—its people—will Ohio's arts and cultural sector continue to thrive and expand on its rich legacy of success.

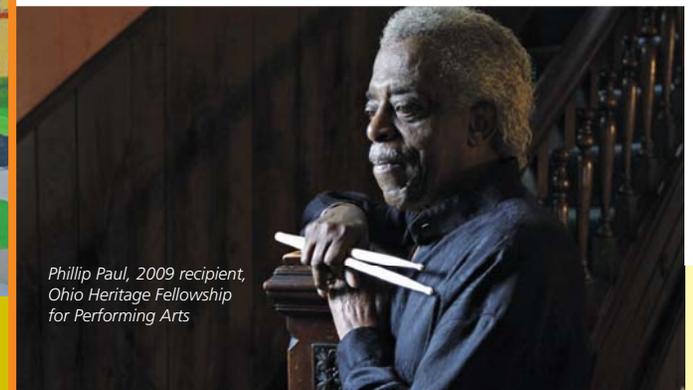


Courtesy: Arts Commission of Greater Toledo

## Objective 1

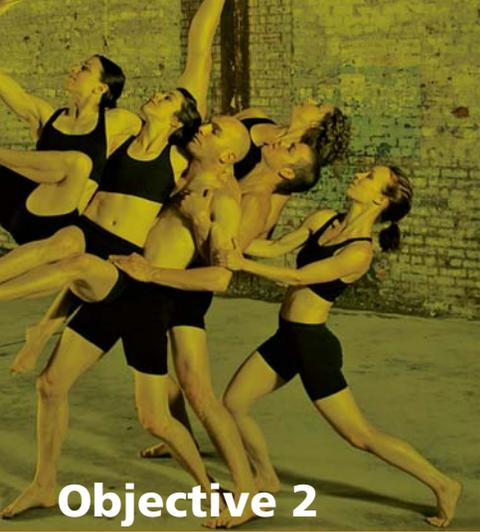
### Develop new and emerging leaders in Ohio's arts and cultural sector

- Investigate the development of a statewide emerging leaders advisory board that can speak on behalf of younger arts leaders throughout the state regarding arts policy.
- Promote local efforts to hold ongoing community conversations among emerging leaders modeled on the Americans for the Arts' Creative Conversations series.
- Include at least one emerging arts leader on every grant review panel.
- Promote online resources aimed at identifying and recruiting new arts professionals for Ohio's arts and cultural sector, including job and internship openings listed on the OAC's Art\$Work website, and higher educational and professional development opportunities.



Phillip Paul, 2009 recipient, Ohio Heritage Fellowship for Performing Arts

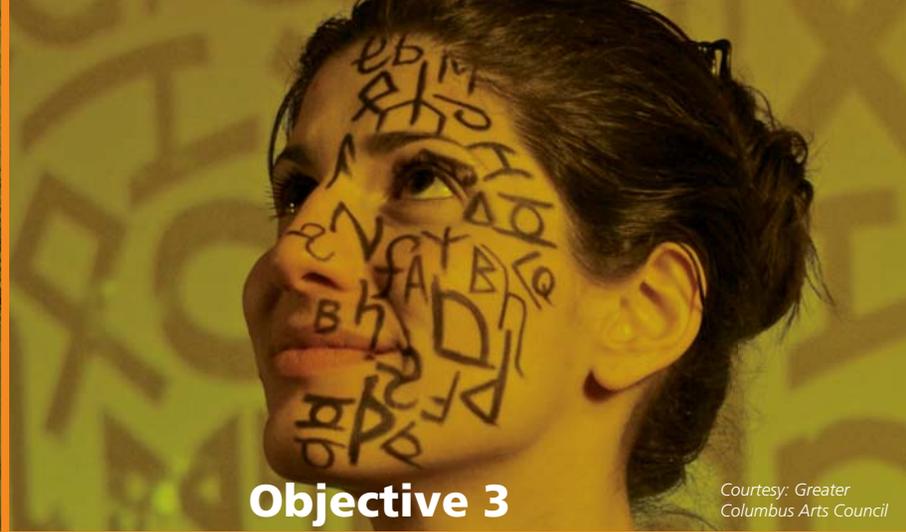
Courtesy: Inlet Dance Theatre



## Objective 2

### Cultivate leadership for arts and culture through ongoing education and relationship-building

- Engage constituents, consultants and other contributors to the state's capacity-building infrastructure (e.g., colleges and universities, foundations, nonprofit organizations, the Ohio Grantmakers Forum, the Ohio Association of Nonprofit Organizations, etc.) in designing practical leadership development activities that will contribute to the growth and sustainability of arts organizations.
- Facilitate ongoing opportunities for grantees and applicants in various affinity groups to learn about one another's work, engage in peer mentoring and networking, share promising practices, and collaborate on programming and administrative functions.
- Design professional development opportunities in conjunction with constituents to improve business practices.
- Create an online learning community to engage arts professionals in ongoing discussion about critical issues facing the arts sector.



## Objective 3

### Support organizational capacity-building and constituent professional development

Courtesy: Greater Columbus Arts Council

- Provide a proven and reliable organizational assessment system that gauges capacity and strengths, and suggests areas in need of improvement.
- Continue funding individual organizations' capacity-building activities at high levels via the Project Support grant category and other initiatives.
- Develop a systemic approach for tracking the outcomes of organizational capacity-building efforts.
- Offer ongoing professional development opportunities to arts professionals, including online opportunities, as well as periodic workshops modeled on past activities, shop talks and out-of-state initiatives.



2010 Governor's Awards for the Arts in Ohio



Courtesy: Westcott House Foundation

### Extreme Home Makeover

The **Westcott House Foundation** (WHF) was formed in 2000 to purchase and restore the Burton and Orpha Westcott house, which was designed by the pre-eminent American architect Frank Lloyd Wright in 1906-08. After five years of work, the house opened to the public in 2005 to rave reviews and higher-than-expected attendance, but additional work was needed to address capacity-building needs within the organization. WHF responded by engaging two consulting firms to work with its board and staff to develop, test and refine a sustainable operations/business plan, and received OAC capacity-building funds to assist. Tasks include developing a multi-year business plan, expanding the board's size, establishing realistic board goals and responsibilities, increasing board and staff skills, and addressing lingering restoration debt. With strengthened leadership from an expanded board, a stabilized and focused staff and a growing base of volunteers, WHF now has a unique opportunity to build on the success of its recent re-opening and position itself for even greater accomplishments in the future.

### **Mission Statement:**

The Ohio Arts Council is a state agency that funds and supports quality arts experiences to strengthen Ohio communities culturally, educationally and economically.

### **Vision Statement:**

Providing leadership and voice for the arts to transform people and communities.

### **About the OAC:**

The Ohio Arts Council was created in 1965 to foster and encourage the development of the arts and to preserve Ohio's cultural heritage. With funds from the Ohio Legislature and the National Endowment for the Arts, the OAC provides financial assistance to artists, arts organizations, schools and other entities engaged in cultural programming.

The OAC is committed to the economic, educational and cultural development of the state. We accomplish our mission through two primary methods: first, through the various grant programs that the agency operates to support artists and to make arts activities available to a broad segment of Ohio's public; and secondly, by providing services that help strengthen the arts.

In fiscal year 2010, the OAC awarded \$5.5 million in grants and provided support for nearly 17 million arts experiences for Ohioans.



## *Ohio Arts Council*

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[www.oac.ohio.gov](http://www.oac.ohio.gov)

## OHIO ARTS COUNCIL BOARD MEMBERS

### **Gubernatorial Appointments**

Jeffrey A. Rich, Chair, *Dublin*  
Louisa Celebrezze, Vice Chair, *Columbus*  
Jacquelyn Nance, Immediate Past Chair  
*Moreland Hills*  
Karen Bell, *Columbus*  
Martha Appel Burton, *Worthington*  
Matthew Colopy, *Columbus*  
Sara Jane DeHoff, *Perrysburg*  
Barbara Gould, *Cincinnati*  
Sharon D. Howard, *Dayton*  
Charlotte P. Kessler, *New Albany*  
Austin Keyser, *Portsmouth*  
Charles McWeeny, *Athens*  
Tom Schorgl, *Cleveland*  
Sara Vance Waddell, *Cincinnati*

### **Legislative Appointments**

Minority Leader Armond Budish  
*Beachwood*  
Representative Robert Mecklenborg  
*Cincinnati*  
Senator Gayle Manning  
*North Ridgeville*  
Senator Eric Kearney  
*Cincinnati*

**John Kasich, Governor**

**Jeffrey A. Rich, OAC Board Chair**

**Julie S. Henahan, OAC Executive Director**

## OHIO ARTS COUNCIL STAFF

### **Executive Office**

Julie S. Henahan, Executive Director  
Mary Campbell-Zopf, Deputy Director  
Karine Aswad, Assistant to the Executive Director

### **Public Information, Programs & Services Office**

Amy McKay, Public Information Office Director  
Stephanie Dawson, Legislative Affairs and  
Public Information Assistant  
Mary Gray, Riffe Gallery Director

### **Grants Programs and Services**

Ken Emerick, Individual Artist Grants and Services Director  
and Percent for Art Program Director  
Kathy Cain, Program Coordinator  
Susan A. dePasquale, Program Coordinator  
Joanne Eubanks, Arts Learning Program Coordinator  
Pat Henahan, Program Coordinator  
Kathy Signorino, Program Coordinator

### **Grants Administration and Operations**

Dia Foley, Grants Office Director  
Dan Katona, Research and Program Development Director  
Earl Meadows, Information Systems Assistant  
Carla Oesterle, Fiscal Office Assistant  
Jim Szekacs, Grants Office Associate  
Kim Turner, Grants Office Associate and  
ADA/504 Coordinator

### **Consultants**

Jerry Allen and David Plettner-Saunders  
The Cultural+Planning Group  
[www.culturalplanning.com](http://www.culturalplanning.com)

*The Ohio Arts Council is an equal opportunity employer.*

Cover image: *What Time is This Place*, Eva Ball  
(Courtesy: The Ohio State University Urban Arts Space)