

Valley Art Center
September 4, 2019

**Valley Art Center
Strategic Plan
October 1, 2019 - September 30, 2022**

*Valley Art Center
155 Bell Street
Chagrin Falls, Ohio 44022
440-247-7507*

Table of Contents

Section I - Valley Art Center	3
Section II - Strategic Plan Summary	4
Section III - Strategic Plan	
Action Plan	7
Timeline	13
Appendix A - The Hoshin Facilitation Method	36
Appendix B - SWOT Analysis	38
Appendix C - Strategic Elements with Supporting Ideas	39
Appendix D - Strategic Elements Relationship Chart	43
Appendix E - Summary of Strategic Planning Session Data	44

Section I: Valley Art Center

Valley Art Center (VAC) is the hub of the visual arts in the Chagrin Valley, providing local communities with art classes, exhibitions, and fine art for purchase for almost 50 years. Each year, over 400 classes, workshops and summer camps for students - from children to seniors, beginners to professionals - are offered in drawing, painting, ceramics, printmaking, sculpture, photography, jewelry, metalwork, textiles, and more. The gallery hosts 5 exhibitions annually of curated, invitational, and juried shows that include work from local, regional, and national artists. The gift shop and gallery offer hundreds of unique pieces of original art for sale at a variety of price points. Also, VAC presents several local events each year, including Art by the Falls, an art and craft festival which annually brings thousands of visitors to Riverside Park in Chagrin Falls, on the banks of the Chagrin River.

VAC was founded and incorporated in 1971 to operate a facility "for the teaching, practice and presentation of the arts, to offer courses of instruction in the arts, to accept works of art for sale to the public and in increasing the public interest in the arts through various programs and function." VAC received its determination letter as a nonprofit organization from the US Department of Treasury in January 1972 granting VAC exemption pursuant to section 501(c)(3) of the Internal Revenue Code.

Section II: Strategic Plan Summary

On September 20, 2019, a group of fourteen people, consisting of board members, advisory board members, and staff of Valley Art Center (VAC), participated in a strategic planning session on the VAC premises. The session, facilitated by nonprofit management consultant Doreen Grasso, was conducted utilizing the Hoshin facilitation method. An explanation of the Hoshin method can be found in *Appendix A*.

At the onset of the strategic planning session, there was agreement on the following Vision Statement for VAC:

It is the Year 2022 and Valley Art Center is recognized as a premier visual art center in Northeast Ohio, thriving and serving a diverse population.

A review of the current environment was done, focusing on the strengths and weakness within VAC to achieving the Vision, as well as the opportunities and threats outside the organization to achieving the Vision. The S-W-O-T analysis is contained in *Appendix B*.

Next, ideas were gathered regarding tasks that must be completed in order to achieve the Vision. These tasks were organized into groups of related activities, called Strategic Elements, and each Strategic Element was given a title. These ideas and titles are contained in *Appendix C*.

In all, ten Strategic Elements were identified. Although all ten of the Strategic Elements are important, some of the Strategic Elements were shown to be “drivers,” where their actions “drive” or facilitate the accomplishment of other Strategic Elements. (See *Appendix D* for details.) The ten Strategic Elements were analyzed with regard to their Driver Strength (the number of times they drove other Elements). The Strategic Elements, listed in order of Driver Strength, are:

- 1. Strengthen Board governance.***
- 2. Expand and modernize marketing.***
- 3. Reach, develop, and maintain relationships with a changing audience.***
- 3. Execute successful 50th Anniversary.***
- 5. Leverage and expand professional partnerships.***
- 6. Expand outreach programs to a wider geographic audience.***
- 7. Establish stable funding.***
- 7. Increase community support and participation in gallery programming.***
- 7. Develop a Five-Year Facilities Plan.***
- 7. Improve Art by the Falls.***

An analysis of the Driver Strength order shows that strengthening Board governance and expanding and modernizing VAC's marketing efforts are the strongest drivers to achieving VAC's vision of being a premier visual art center in Northeast Ohio. In addition, executing a successful

50th Anniversary will play a critical role to the success of the strategic plan. Also, reaching, developing, and maintaining relationships with a changing audience will be important for long term growth. The remaining Strategic Elements, while necessary for success, were seen as heavily dependent on the other Strategic Elements.

Since significant progress may have already been achieved in accomplishing a particular Strategic Element, it is important to normalize the Driver Strength to the state of progress, so that limited time, people, and financial resources are focused on future progress, not past accomplishments. Participants ranked each Strategic Element with regard to its level of progress (Radar Score). The Radar Scores, as well as the Driver Strengths, were used to determine Priority Strength rankings. The ten Strategic Elements in Priority Strength order are:

1. *Expand and modernize marketing.*
2. *Reach, develop, and maintain relationships with a changing audience.*
2. *Execute successful 50th Anniversary.*
4. *Strengthen Board governance.*
5. *Leverage and expand professional partnerships.*
5. *Expand outreach programs to a wider geographic audience.*
7. *Develop a Five-Year Facilities Plan.*
8. *Establish stable funding.*
8. *Increase community support and participation in gallery programming.*
10. *Improve Art by the Falls.*

Although successful completion of all Strategic Elements and tasks are important and necessary to achieving the Vision, those Strategic Elements with high Driver Strength and high Priority Strength should receive special attention as their success is critical to accomplishing the others.

VAC is well-equipped to carry out the strategic plan and achieve its vision. One of VAC's greatest assets is a dedicated and energetic staff and board of directors. The Board is well-informed about their vital role and responsibilities regarding the governance and health of the organization. Also, VAC is in a strong financial position, with a full 70% of its budget coming from earned income.

The Vision Statement agreed upon by the participants in the strategic planning session shifted the geographical reach of the organization's activities from the Chagrin Valley to Northeast Ohio. This wider reach will both increase the number of participants in VAC's activities, as well as increase its number of potential supporters/donors. To achieve this vision, VAC will need to clearly articulate what is unique about VAC, its strengths, and/or differentiate itself from the other arts organizations in Northeast Ohio. Also, adequate facilities will be necessary to successfully carry out the planned increase in course offerings and participants. The strategic plan contains action steps for determining the amount of space that will be necessary, whether VAC's current facilities and any satellite spaces are sufficient to meet those needs, or if a new facility will be necessary. VAC will decide whether a capital campaign will be necessary to either remodel/enhance the existing facility or build/purchase a new facility, how much money will need

Valley Art Center
September 4, 2019

to be raised, and whether VAC is ready for a capital campaign. The 50th Anniversary festivities would provide an excellent opportunity to inform the community of VAC's plans for the future and kick-off a capital campaign.

Section III: Strategic Plan

The ideas generated by the participants of the strategic planning session and the subsequent analysis of the data have provided the basis for the following strategic plan. In the Action Plan, Action Steps are articulated for each of the Strategies (Strategic Elements). The Timeline for completion of the Action Steps then follows.

Note: Action Steps within each Strategy are listed generally in the order they will appear in the Timeline. Some of the Action Steps may have already been implemented by AAWR, but have been included in the Action Plan to document completion or assure continuation, if indicated.

ACTION PLAN

Strategy #1 Expand and modernize marketing.

Action Steps:

- Define clear responsibilities and goals for the Marketing/Membership Committee.
- Define what is unique about VAC or what differentiates it from other arts organizations in NE Ohio.
- Evaluate current marketing and communications, including user experience on the website, effectiveness and frequency of communications, media relationships, and social media strategies. Define VAC's audiences and marketing strategy to each.
- Take photographs and videos of classes and workshops to use in marketing.
- Refine our visual branding guidelines.
- Make VAC's non-profit status more visible in marketing vehicles.
- Research what other arts organizations are doing with social media.
- Develop, with outside help if necessary, effective social media strategies.
- Develop an annual marketing plan with a sufficient budget for success and that will expand geographic reach.
- Make any needed improvements to the website.
- Establish a media policy.
- Maintain updated "media kit," including photographs, videos.
- Develop 50th Anniversary-specific branding.
- Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)
- Maintain current database of media contacts.
- Develop online (YouTube) programming that demonstrates various painting, metal, clay techniques as a way to bring visibility to VAC and classes/workshops.
- Optimize advertising of classes and workshops.
- Produce 50th Anniversary piece(s), i.e., video, printed piece.
- Develop specialty Facebook audiences for precious metal and clay, watercolor, etc.
- Explore joint advertising with other arts organizations and businesses in the area.

Strategy #2 Reach, develop, and maintain relationships with a changing audience.

Action Steps:

- Survey current VAC visitors and program participants, as well as the surrounding communities, regarding what types of activities they would like VAC to offer.
- Document needs, then recruit more volunteers.
- Develop job descriptions for volunteer positions.
- Develop an evaluation vehicle for volunteers.
- Create reward system (awards) for volunteers.
- Create class for 4-6 year olds.
- Expand/offer programming that is exciting to younger populations. Research successful art-themed escape rooms.
- Expand after-school program to cover childcare gap for working parents.
- Increase outreach with local art teachers to determine their wants and needs.
- Keep current with technology.
- Recruit volunteer/teacher for digital arts.
- Develop relationships with empty-nesters and early retirees.
- Initiate succession planning for aging instructors. Develop/recruit new young instructors.
- Initiate succession planning for aging students.
- Form an art club for 20/30 year olds.
- Create a perpetual open studio area.

Strategy #3 Execute successful 50th Anniversary.

Action Steps:

- Define specific goals for the 50th Anniversary festivities, i.e. visibility, fundraising, increase membership, etc.
- Develop activities to meet the 50th Anniversary goals.
- Develop fund raising plan specific to the 50th Anniversary, i.e. "\$50 for 50 Years" donation request, fundraising event(s).
- Design artwork/branding specific to 50th Anniversary.
- Reserve a location for a major 50th Anniversary fundraiser.
- Produce a 50th Anniversary film and/or printed piece.

Strategy #4 Strengthen Board governance.

Action Steps:

- Adopt a three-year strategic plan.
- Insure all officers and committees have clear roles, responsibilities, and goals.

- Review progress on strategic plan action steps every quarter and update steps and timeline as needed.
- Review bylaws and existing committee structure every two years to see if any changes are necessary. Make changes as necessary.
- Develop ways to get Board members more involved and participate in VAC activities.
- Complete board member (self-)evaluations annually.
- Create a policy manual for board members. Document all relevant VAC procedures, reporting structure, etc.
- Craft a Board succession plan. Identify qualifications desired in candidates for board membership, i.e. skills, experience, contacts, dedication, diversity, partnerships.
- Identify and recruit potential board members who have the qualifications desired, i.e. experience in fundraising, trusts/estates. Explore partnering with a diverse school and offering a board seat to a student artist.
- Provide Board development workshop annually in nonprofit governance.
- Develop Emergency Succession Plan and Defined Departure Succession Plan for Executive Director position.
- Study profitability of existing departments - classes, gallery, gift shop.
- Reassess staff salaries.

Strategy #5 Leverage and expand professional partnerships.

Action Steps:

- Define specific needs and outcomes sought (goals) from partnerships, i.e. expand reach in NE Ohio, increase diversity, increase number of guest/visiting artists, expand pool of potential jurors and curators of exhibitions, improve community relations, increase involvement in professional arts community, cost efficiencies, expanded program offerings.
- Develop a list of organizations with which to form partnerships and the specific goals for each designated partnership.
- Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)
- Develop more ways to interact with the CAN Network.
- Develop and increase workshop programming through guest/visiting artists.
- Re-create partner program between VAC and Chagrin Falls High School.

Strategy #6 Expand outreach programs to a wider geographic audience.

Action Steps:

- Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.

- Based on results of visitor and community surveys (Strategy #2), determine if additional programming with greater reach is warranted.
- Research what other places are doing to develop workshops.
- Investigate potential collaborations with Ursuline College's art therapy initiatives.
- Investigate partnerships with senior centers and retirement communities.
- Seek opportunities to improve and increase outreach to diverse populations, i.e. develop art program in urban area.
- Develop traveling exhibitions or programs to reach out to other communities.
- Develop an artist-in-residence program for elementary and secondary schools.
- Develop a mentoring program for high school students who wish to pursue a career in the visual arts, including visits to studios of professional artists.
- Form task force to encourage "booster" clubs for high school visual arts students.
- Offer a scholarship to a graduating senior in the NE Ohio region who is pursuing a career in art.
- Offer a need-based scholarship for student in the NE Ohio region to attend CIA's pre-college program.
- Create family-friendly opportunities, perhaps partnering with other Chagrin Valley organizations for a one-day destination package/experience.

Strategy #7 Develop a Five-Year Facilities Plan.

Action Steps:

- Determine the optimal facility requirements with regard to classrooms, studio space, exhibition space, office space, and parking to accommodate future plans.
- Explore creative solutions to space and parking constraints.
- Tour Chagrin Falls Intermediate School (CFIS) and Innovation Center maker spaces.
- Meet with Chris Woofter (Director of Operations and Strategic Initiatives at Chagrin Falls Schools) or Bob Hunt (Superintendent of Chagrin Falls Schools) to request use of parking at CFIS.
- Confer with Chagrin Falls School District regarding possible use of Chagrin Falls Middle School (CFMS) facilities for classes/workshops.
- Investigate additional off-site locations for classes and maker space.
- Determine if current VAC facility, CFMS, and other off-site locations will be sufficient for planned activities and future growth or if a new facility is necessary.
- If current VAC facility, CFMS, and other off-site locations WILL be sufficient for planned activities and future growth, determine cost of any needed enhancements to current space, i.e. replace dark glass on entry and gift shop windows.
- If current VAC facility, CFMS, and other off-site locations are NOT sufficient for planned activities and future growth, investigate possible locations for a new facility.
- If necessary, develop plans for a new facility.
- If necessary, determine costs of a new facility.

- Establish need for capital campaign to support facility plans (whether current VAC facility or new facility).
- Determine if VAC will hire an outside capital campaign consultant/manager. Interview and hire consultant as determined.
- Launch quiet phase of capital campaign.
- Kick-off public phase of capital campaign at 50th Anniversary fundraiser in Fall 2021.

Strategy #8 Establish stable funding.

Action Steps:

- Define clear responsibilities and goals for the Development Committee.
- Maintain up-to-date database of prospects, donors, members, and community partners.
- Determine annual budget needed to achieve organizational goals.
- Create an annual funding plan that is diversified (i.e., earned income, grants, sponsorships, annual fund appeal, fundraising events, membership campaigns, major gifts, planned giving).
- Establish an endowment fund.
- Develop a one-pager on planned giving.
- Develop strategies to retain current donors and move them to larger gifts and/or planned giving.
- Develop approaches for obtaining donations from individuals. Provide guidance to Board members regarding identifying prospects and asking for donations.
- Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)
- Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)
- Explore partnering with other non-profits to promote local giving.
- Create 1 more fundraising event that is sustainable and repeatable.
- Hire development staff member or find outside paid or volunteer grant writer.

Strategy #9 Increase community support and participation in gallery programming.

Action Steps:

- Develop ways to involve community leaders in gallery openings and exhibition lectures.
- Develop a strategy to attract art buyers to the gallery.
- Increase the number of gallery exhibitions.
- Consider broadening the geographic area from which artists are eligible to submit for exhibitions.
- Expand sponsorships for gallery exhibitions.
- Investigate on-line purchase opportunities for gift shop and the gallery to increase sales of art.

Strategy #10 Improve Art by the Falls.

Action Steps:

- Develop additional partnerships (i.e., City of Chagrin Falls) for Art by the Falls.
- Develop ways to reinvigorate Art by the Falls.
- Develop strategies to increase artist participation in Art by the Falls.
- Develop strategies to increase attendance for Art by the Falls.
- Investigate change of venue for Art by Falls for 2022.

TIMELINE

The following tables for each of the next three years, segmented by quarter, illustrates when the activities described in the Action Plan are scheduled to be accomplished (if it is a finite activity) or continuing (if it is an on-going activity).

The person(s) responsible for each action step are noted from the following:

- Board of Directors
- Board President
- Board Vice President
- Board Secretary
- Board Treasurer
- Board Past President
- Board Committees:
 - Executive Committee
 - Finance Committee
 - Development Committee
 - Governance Committee
 - Quality Assurance Committee
- Operating Committees
 - Education/Program Committee
 - Facilities Committee
 - Gallery Committee
 - Legal Committee
 - Marketing/Membership Committee
 - Special Events Committee
- Ad Hoc Committees
 - Art by the Falls Task Force
 - 50th Celebration
- Executive Director
- Assistant Director
- Program and Event Coordinator
- Gallery and Marketing Manager
- Office Assistant
- Marketing and Communications Associate

*The Responsibility Center is not necessarily the person(s) who will carry out the task. Rather, it connotes the person(s) responsible for the task being completed.

Year One
October 2019 - September 2020

Quarter One October 2019 - December 2019	Responsibility Center(s)	Completed
Define clear responsibilities and goals for the Marketing/Membership Committee.	Marketing/Mem. Committee	
Define what is unique about VAC or what differentiates it from other arts organizations in NE Ohio.	Executive Director	
Evaluate current marketing and communications, including user experience on the website, effectiveness and frequency of communications, media relationships, and social media strategies. Define VAC's audiences and marketing strategy to each.	Gallery/Marketing Manager Executive Director	
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Survey current VAC visitors and program participants, as well as the surrounding communities, regarding what types of activities they would like VAC to offer.	Ed./Program Committee	
Document needs, then recruit more volunteers.	Ed./Program Committee	
Develop job descriptions for volunteer positions.	Ed./Program Committee	
Develop an evaluation vehicle for volunteers.	Ed./Program Committee	
Create reward system (awards) for volunteers.	Ed./Program Committee	
Define specific goals for the 50 th Anniversary festivities, i.e. visibility, fundraising, increase membership, etc.	50 th Anniversary Ad Hoc Comm.	
Adopt a three-year strategic plan.	Board of Directors	
Insure all officers and committees have clear roles, responsibilities, and goals.	Executive Comm.	

Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Define specific needs and outcomes sought (goals) from partnerships, i.e. expand reach in NE Ohio, increase diversity, increase number of guest/visiting artists, expand pool of potential jurors and curators of exhibitions, improve community relations, increase involvement in professional arts community, cost efficiencies, expanded program offerings.	Ed./Program Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Determine the optimal facility requirements with regard to classrooms, studio space, exhibition space, office space, and parking to accommodate future plans.	Facilities Comm.	
Explore creative solutions to space and parking constraints.	Facilities Comm.	
Tour Chagrin Falls Intermediate School (CFIS) and Innovation Center maker spaces.	Ed./Program Committee Executive Director	
Meet with Chris Woofter (Director of Operations and Strategic Initiatives at Chagrin Falls Schools) or Bob Hunt (Superintendent of Chagrin Falls Schools) to request use of parking at CFIS.	Facilities Comm. Executive Director	
Confer with Chagrin Falls School District regarding possible use of Chagrin Falls Middle School (CFMS) facilities for classes/workshops.	Ed./Program Committee Executive Director	
Define clear responsibilities and goals for the Development Committee.	Development Committee	
Develop ways to involve community leaders in gallery openings and exhibition lectures.	Special Events Committee	
Develop additional partnerships (i.e., City of Chagrin Falls) for Art by the Falls.	Board of Directors Executive Director	

Quarter Two January 2020 - March 2020	Responsibility Center(s)	Completed
Refine our visual branding guidelines.	Gallery/Marketing Manager Executive Director	
Make VAC's non-profit status more visible in marketing vehicles.	Gallery/Marketing Manager	
Research what other arts organizations are doing with social media.	Gallery/Marketing Manager	
Develop, with outside help if necessary, effective social media strategies.	Gallery/Marketing Manager Executive Director	
Create class for 4-6 year olds.	Ed./Program Committee	
Develop activities to meet the 50th Anniversary goals.	50 th Celebration Committee	
Develop fund raising plan specific to the 50th Anniversary, i.e. "\$50 for 50 Years" donation request, fundraising event(s).	50 th Celebration Committee Develop. Comm.	
Review bylaws and existing committee structure every two years to see if any changes are necessary. Make changes as necessary.	Governance Committee	
Develop ways to get Board members more involved and participate in VAC activities.	Quality Assurance Committee	
Develop a list of organizations with which to form partnerships and the specific goals for each designated partnership.	Ed./Program Committee Executive Director	
Based on results of visitor and community surveys (Strategy #2), determine if additional programming with greater reach is warranted.	Ed./Program Committee	
Research what other places are doing to develop workshops.	Ed./Program Committee	

Investigate additional off-site locations for classes and maker space.	Facilities Comm. Executive Director	
Determine if current VAC facility, CFMS, and other off-site locations will be sufficient for planned activities and future growth or if a new facility is necessary.	Facilities Comm. Executive Director	
If current VAC facility, CFMS, and other off-site locations WILL be sufficient for planned activities and future growth, determine cost of any needed enhancements to current space, i.e. replace dark glass on entry and gift shop windows.	Facilities Comm. Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Develop a strategy to attract art buyers to the gallery.	Gallery/Marketing Manager	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	

Quarter Three April 2020 - June 2020	Responsibility Center(s)	Completed
Develop an annual marketing plan with a sufficient budget for success and that will expand geographic reach.	Gallery/Marketing Manager Marketing/Mem. Committee Executive Director	
Expand/offer programming that is exciting to younger populations. Research successful art-themed escape rooms.	Ed./Program Committee	
Design artwork/branding specific to 50th Anniversary.	50 th Celebration Committee	
Complete board member (self-)evaluations annually.	Quality Assurance Committee	
Provide Board development workshop annually in nonprofit governance.	Governance Committee	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	
Develop more ways to interact with the CAN Network.	Executive Director	
Investigate potential collaborations with Ursuline College's art therapy initiatives.	Ed./Program Committee	
If current VAC facility, CFMS, and other off-site locations are NOT sufficient for planned activities and future growth, investigate possible locations for a new facility.	Facilities Committee Executive Director	
If necessary, develop plans for a new facility.	Facilities Comm.	
If necessary, determine costs of a new facility.	Facilities Comm.	
Determine annual budget needed to achieve organizational goals.	Finance Comm. Treasurer Executive Director	

Create an annual funding plan that is diversified (i.e., earned income, grants, sponsorships, annual fund appeal, fundraising events, membership campaigns, major gifts, planned giving).	Development Committee Executive Director	
Increase the number of gallery exhibitions.	Gallery Committee Gall./Marketing Manager	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	

Quarter Four July 2020 - September 2020	Responsibility Center(s)	Completed
Make any needed improvements to the website.	Gall./Marketing Manager	
Establish a media policy.	Marketing/Mem. Committee	
Maintain updated "media kit," including photographs, videos.	Gall./Marketing Manager	
Develop 50th Anniversary-specific branding.	50 th Celebration Committee	
Expand after-school program to cover childcare gap for working parents.	Ed./Program Committee	
Reserve a location for a major 50th Anniversary fundraiser.	50 th Celebration Committee	
Create a policy manual for board members. Document all relevant VAC procedures, reporting structure, etc.	Governance Comm. Legal Committee	
Develop and increase workshop programming through guest/visiting artists.	Ed./Program Committee	
Re-create partner program between VAC and Chagrin Falls High School.	Ed./Program Committee	
Investigate partnerships with senior centers and retirement communities.	Ed./Program Committee	
Establish need for capital campaign to support facility plans (whether current VAC facility or new facility).	Board of Directors	
Determine if VAC will hire an outside capital campaign consultant/manager. Interview and hire consultant as determined.	Board of Directors	
Establish an endowment fund.	Develop. Comm.	
Develop a one-pager on planned giving.	Develop. Comm. Legal Committee	

Develop strategies to retain current donors and move them to larger gifts and/or planned giving.	Develop. Comm.	
Develop approaches for obtaining donations from individuals. Provide guidance to Board members regarding identifying prospects and asking for donations.	Develop. Comm.	
Consider broadening the geographic area from which artists are eligible to submit for exhibitions.	Gallery Committee	
Develop ways to reinvigorate Art by the Falls.	Art by the Falls Task Force	
Develop strategies to increase artist participation in Art by the Falls.	Art by the Falls Task Force	
Develop strategies to increase attendance for Art by the Falls.	Art by the Falls Task Force	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	

Year Two
October 2020 - September 2021

Quarter Five October 2020 - December 2020	Responsibility Center(s)	Completed
Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Increase outreach with local art teachers to determine their wants and needs.	Ed./Program Committee	
Craft a Board succession plan. Identify qualifications desired in candidates for board membership, i.e. skills, experience, contacts, dedication, diversity, partnerships.	Governance Committee	
Seek opportunities to improve and increase outreach to diverse populations, i.e. develop art program in urban area.	Ed./Program Committee	
Launch quiet phase of capital campaign.	Board of Directors	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	
Expand sponsorships for gallery exhibitions.	Dev. Committee	
Investigate change of venue for Art by Falls for 2022	Art by the Falls Task Force	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	

<p>Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.</p>	<p>Executive Director</p>	
<p>Maintain up-to-date database of prospects, donors, members, and community partners.</p>	<p>Development Committee Executive Director</p>	
<p>Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)</p>	<p>Ed./Program Committee Executive Director</p>	

Quarter Six January 2021 - March 2021	Responsibility Center(s)	Completed
Develop online (YouTube) programming that demonstrates various painting, metal, clay techniques as a way to bring visibility to VAC and classes/workshops.	Ed./Program Committee Marketing/Mem. Committee	
Optimize advertising of classes and workshops.	Gall./Marketing Manager	
Produce 50th Anniversary piece(s), i.e., video, printed piece.	50 th Celebration Committee	
Keep current with technology.	Executive Director	
Recruit volunteer/teacher for digital arts.	Ed./Program Committee	
Produce a 50th Anniversary film and/or printed piece.	50 th Celebration Committee	
Identify and recruit potential board members who have the qualifications desired, i.e. experience in fundraising, trusts/estates. Explore partnering with a diverse school and offering a board seat to a student artist.	Governance Committee	
Develop traveling exhibitions or programs to reach out to other communities.	Ed./Program Committee Gallery Comm.	
Explore partnering with other non-profits to promote local giving.	Development Committee	
Investigate on-line purchase opportunities for gift shop and the gallery to increase sales of art.	Executive Director	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	

Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	
Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

Quarter Seven April 2021 - June 2021	Responsibility Center(s)	Completed
Complete board member (self-)evaluations annually.	Quality Assurance Committee	
Provide Board development workshop annually in nonprofit governance.	Governance Committee	
Determine annual budget needed to achieve organizational goals.	Finance Comm. Treasurer Executive Director	
Create an annual funding plan that is diversified (i.e., earned income, grants, sponsorships, annual fund appeal, fundraising events, membership campaigns, major gifts, planned giving).	Development Committee Executive Director	
Develop specialty Facebook audiences for precious metal and clay, watercolor, etc.	Marketing/Mem. Committee	
Develop relationships with empty-nesters and early retirees.	Ed./Program Committee	
Develop an artist-in-residence program for elementary and secondary schools.	Ed./Program Committee	
Develop a mentoring program for high school students who wish to pursue a career in the visual arts, including visits to studios of professional artists.	Ed. Program Committee	
Create 1 more fundraising event that is sustainable and repeatable.	Dev. Committee	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	

Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	
Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

Quarter Eight July 2021 - September 2021	Responsibility Center(s)	Completed
Explore joint advertising with other arts organizations and businesses in the area.	Marketing/Mem. Committee	
Initiate succession planning for aging instructors. Develop/recruit new young instructors.	Ed./Program Committee	
Initiate succession planning for aging students.	Ed./Program Committee	
Develop Emergency Succession Plan and Defined Departure Succession Plan for Executive Director position.	Governance Comm. Quality Assurance Committee	
Form task force to encourage "booster" clubs for high school visual arts students.	Ed./Program Committee	
Kick-off public phase of capital campaign at 50th Anniversary fundraiser in Fall 2021.	Board of Directors	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	

Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

**Year Three
October 2021 - September 2022**

Quarter Nine October 2021 - December 2021	Responsibility Center(s)	Completed
Form an art club for 20/30 year olds.	Ed./Program Committee	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	
Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

Quarter Ten January 2022 - March 2022	Responsibility Center(s)	Completed
Review bylaws and existing committee structure every two years to see if any changes are necessary. Make changes as necessary.	Governance Committee	
Create a perpetual open studio area.	Ed./Program Committee	
Study profitability of existing departments - classes, gallery, gift shop.	Quality Assurance Committee	
Reassess staff salaries.	Finance Comm.	
Offer a scholarship to a graduating senior in the NE Ohio region who is pursuing a career in art.	Ed./Program Committee	
Offer a need-based scholarship for student in the NE Ohio region to attend CIA's pre-college program.	Ed./Program Committee	
Hire development staff member or find outside paid or volunteer grant writer.	Executive Director	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	

Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

Quarter Eleven April 2022 - June 2022	Responsibility Center(s)	Completed
Complete board member (self-)evaluations annually.	Quality Assurance Committee	
Provide Board development workshop annually in nonprofit governance.	Governance Committee	
Determine annual budget needed to achieve organizational goals.	Finance Comm. Treasurer Executive Director	
Create an annual funding plan that is diversified (i.e., earned income, grants, sponsorships, annual fund appeal, fundraising events, membership campaigns, major gifts, planned giving).	Development Committee Executive Director	
Create family-friendly opportunities, perhaps partnering with other Chagrin Valley organizations for a one-day destination package/experience.	Marketing/Mem. Committee	
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	

Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

Quarter Twelve July 2022 - September 2022	Responsibility Center(s)	Completed
<i>Ongoing Action Steps from Prior Quarters</i>		
Take photographs and videos of classes and workshops to use in marketing.	Gallery/Marketing Manager	
Review progress on strategic plan action steps every quarter and update steps and timeline as needed.	Quality Assurance Committee	
Collect data regarding the number of VAC visitors and class/workshop participants, as well as where they are from, for planning and funding purposes.	Executive Director	
Maintain up-to-date database of prospects, donors, members, and community partners.	Development Committee Executive Director	
Make contact with organizations on the list for leveraging and expanding professional partnerships. (min. 1 contact per quarter)	Ed./Program Committee Executive Director	
Grow and strengthen connections with newspapers, television, radio, and other news outlets. (min. 1 connection/story pitch per quarter.)	Marketing/Mem. Committee Gall./Marketing Manager	
Maintain current database of media contacts.	Gall./Marketing Manager	
Identify and make contact with new potential donors of major gifts. (min. 2 contacts per quarter)	Development Committee	
Research and apply for new foundation and government grants (i.e., Gund Foundation). (min. 1 submission per quarter.)	Development Committee Executive Director	

APPENDIX A - THE HOSHIN FACILITATION METHOD

The Hoshin method of strategic planning fosters group cooperation and the harnessing of ideas through a collaborative process. The method concentrates on identifying a Vision and then developing those essential Strategic Elements that clearly and meaningfully focus an organization's efforts. Details are made "visible" by the process tools used. "Seeing" the plan enhances both communication and understanding. Very importantly, neutrality is achieved as ideas are separated from their originators, thereby minimizing biases that can compromise discussions. The process is led by a trained facilitator utilizing the following steps:

1. The group agrees upon a Vision whose achievement will require a fixed period of time (i.e., 3 years).
2. The current environment is reviewed utilizing a SWOT Analysis to articulate the Strengths, Weaknesses, Opportunities, and Threats to the attainment of the Vision.
3. Then, each participant writes down approximately 10 tasks that must be accomplished in order to make the Vision a reality. This silent brainstorming has the effect of harvesting a large number of ideas without the need for contentious discussion.
4. The facilitator reads and displays the ideas in random order. In this way, ideas are depersonalized and all ideas are heard.
5. The group is asked to work together in silence to sort the ideas into meaningful clusters. This part of the process achieves much of what a general discussion would attempt to achieve and creates circumstances for understanding between participants. In general, about ten idea-rich clusters, called Strategic Elements, will emerge.
6. Next, the group gives each Strategic Element a title, utilizing a noun and verb that will be used for subsequent discussion and analyses.
7. The Strategic Elements are displayed in a circle. Then, it is determined if there is a relationship between each pairing of the Elements. If so, a line is drawn between them and it is determined if one Element drives the relationship. When completed, an entire set of idea inter-relationships is defined.
8. The strengths of the ideas and relationships are determined using the following quantitative analyses:
 - a. Relationship Strength - The number of relationships that a Strategic Element has, relative to the total number of potential relationships.
 - b. Driver Strength - The number of times an Element drives other Elements, relative to the total number of times possible.
 - c. Drivee Strength - The number of times an Element is driven by other Elements, relative to the total number of times possible.
9. The data is of limited value unless the present state of progress is taken into consideration. Thus, the participants assess the present level of progress toward the accomplishment of each Strategic Element by rating the progress for each on a scale of 1-10, with 10 being the accomplishment of the Element, generating a Radar Score.

10. The Priority Strength for each Element is assessed by multiplying the Driver Strength by the gap between the Radar Score and accomplishing the Element.

$$\text{Priority Strength} = \text{Driver Strength} \times (10 - \text{Radar Score})$$

In this way, a strong driver could be reduced in priority if significant progress has already been achieved and a weaker driver could be elevated in priority if little progress has been made to date.

The net effect of the Hoshin method is the generation of group cohesion and ownership of the outcome, as well as the substance for a strategic report within which these relationships can manifest their energies.

APPENDIX B - SWOT ANALYSIS

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • staff • excellent instructors • robust enrollment • location • functional, attractive gallery space • passionate core community • strong programming • strong brand • Art by the Falls • agile • engaged Board • highly functional facility • volunteers 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • fundraising • aging instructors • building size • parking • visibility • no dedicated, messy workshop space • no maker space • dedicated lecture space • aging core community • understaffed Board • no succession planning • facilities management • need more volunteers • technology
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • wealthy community • more social media • partnerships with other art organizations • 50th Anniversary fundraising • collaborations regarding marketing • experience • partnerships with other organizations including for-profits, business • schools • engage through arts • support for art students in schools, i.e. booster/friends of • assess needs of community • family art hour 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • losing public funding • competing organizations, i.e. galleries, teaching, art shows • non-giving community members • landscape for art festivals • shifting priorities and interests of millennials • competition for funding • competition for entertainment

APPENDIX C - STRATEGIC ELEMENTS WITH SUPPORTING IDEAS

Strengthen Board governance.

- Board development in non-profit governance.
- Partner with a diverse school and offer board seat to student artist.
- Document all necessary VAC procedures, qualifications, reporting, etc.
- Board by-laws revision (?)
- Study profitability of exiting departments - classes, gallery, shop.
- Recruit new board members with missing skills - fund raising.
- Recruit trusts/estate lawyer for Board.
- Engage new, talented board members.
- Recruit board member(s) with fundraising experience.
- Create plan to involve and recruit future board members.
- Specify qualifications, then recruit more board members.
- Craft a Board Succession Plan.
- Recruit grant writer for Board.
- Identify/recruit board members with expertise or access to a group/organization with \$ resources.
- Board members get involved and participate in VAC activities.
- Develop succession planning and recruit (board members, teachers, volunteers).

Establish stable funding.

- Partner with other non-profits to promote local giving.
- Increase pay for staff.
- Make public aware of VAC's non-profit status.
- Fundraising someone or committee to lead these activities.
- Increase fund raising within community.
- Find new significant donors.
- Discover more public funding sources.
- Find a generous donor for endowment.
- Get fund raising in front of Chagrin Falls residents.
- Establish an endowment for planned giving.
- Define the approach needed to obtain donations from individuals.
- Create 1 more fundraising event that is sustainable and repeatable.
- Develop 1-pager on planned giving.
- Solicit funds/grants from local companies.
- Find a volunteer grant writer (start with capacity grant).
- Grants - someone, committee to write and explore.
- Establish endowments and planned giving.
- "Gift Giving" program, identify donors.
- Increase endowment giving.
- Research more grants available.

- Identify grant opportunities.
- Find support for additional grant writing.
- Convert top donors to planned giving.

Increase community support and participation in gallery programming.

- Involve community leaders in gallery openings.
- Increase artist entries and enrollment.
- More gallery shows.
- Expand sponsorships for gallery shows.
- Increase sales of artwork.
- Add online purchase opportunities for gift shop and gallery.
- Attract art buyers to gallery.

Execute successful 50th Anniversary.

- Publish 50th Anniversary.
- Develop fund raising plan specific to the 50th Anniversary.
- Create a fundraiser "\$50 for 50 Years" donation request.
- Reserve location for 50th Anniversary fundraiser.

Leverage and expand professional partnerships.

- List which other organizations to develop partnership with.
- Develop a list of non-art organizations to partner with.
- Start inner city art program.
- Obtain Gund Foundation grant funding and individual donate.
- Interact more with CAN Network.
- Define 1 goal with nonprofits in community.
- Expand reach in NE Ohio through mergers/partnerships.

Expand and modernize marketing.

- Develop online programming.
- Optimize advertising of classes and workshops.
- Video slideshow of upcoming classes/workshops.
- Define our audiences and marketing strategy to each.
- Create specialty Facebook audience for PMC.
- Create specialty Facebook audience for watercolor.
- Research what other arts organizations are doing with social media.
- Expand advertising reach.
- Better leverage social media to expand visibility.
- Refine our visual branding guidelines.
- Develop and increase workshop programming - guest/visiting artist.

Develop 5-Year Facilities Plan.

- Explore creative solutions to space and parking constraints.
- Identify the optimal space for the VAC to operate in.
- Continue to look for opportunities to expand space.
- Tour CFIS and Innovation Center maker spaces.
- Find offsite locations for classes.
- Partner with facility to provide maker space.
- Continue to find other locations for classes.
- Assess possible locations for a new building.
- Create a perpetual open studio area for use.
- Meet with Chris Woofter or Bob Hunt to request use of parking at CFIS.
- Establish funding for physical plant repairs.
- Develop plans for a new facility.
- Define needs for improved facilities and parking.
- Use new building opportunity for fund raising.
- Increase satellite program spaces.
- Develop expanded program list for new building.
- Replace dark glass on entry and gift shop windows.
- List best sites for alternative classrooms.

Improve Art by the Falls.

- Hold Art by Falls in other communities.
- Reinvigorate Art by Falls to increase artists and attendance.
- Art by the Falls partnership with City of Chagrin Falls.

Reach, develop, and maintain relationships with a changing audience.

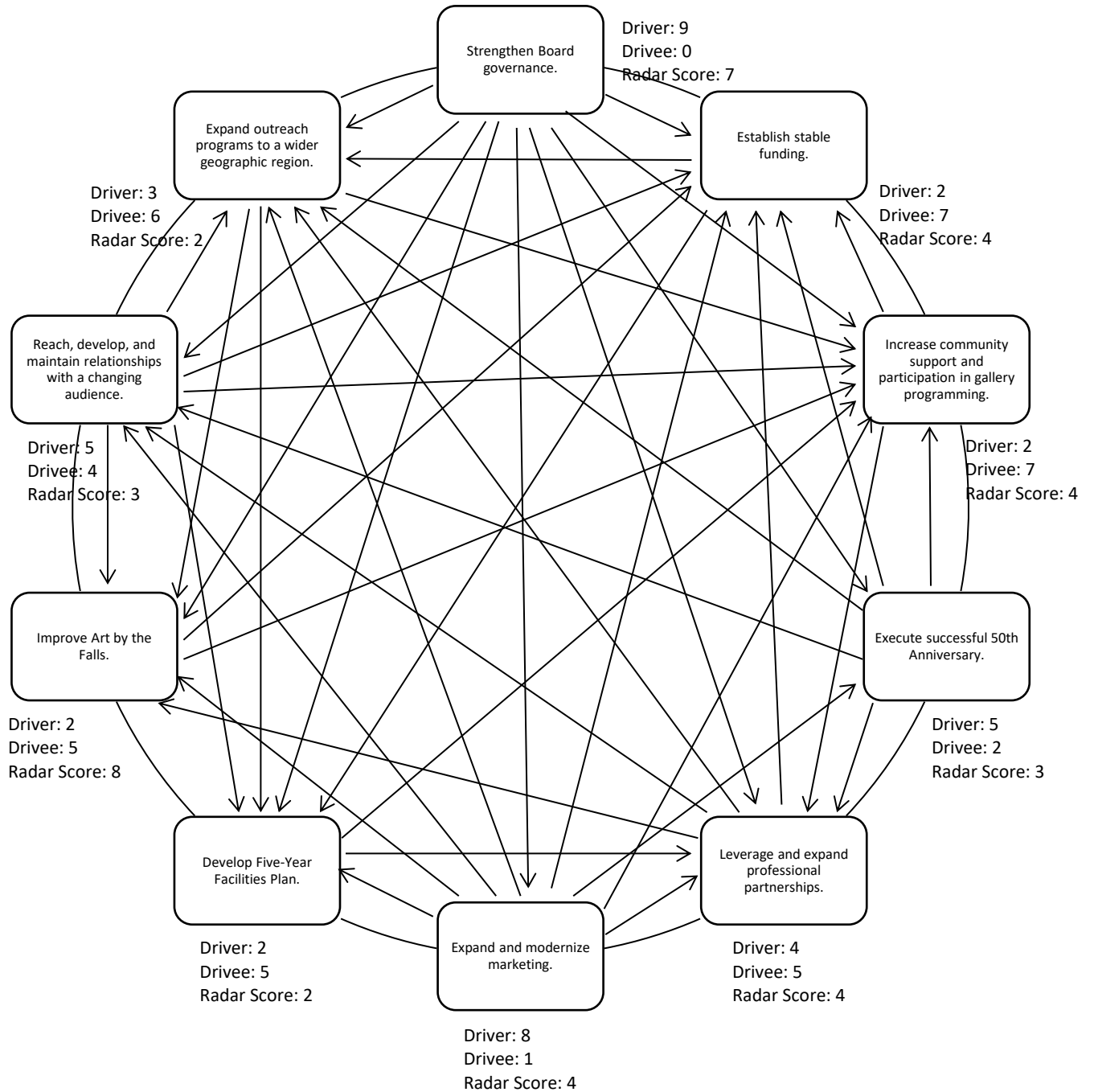
- Recruit volunteer/teacher for digital arts.
- Develop relationships with empty-nesters and early retirees.
- Keep current with technology.
- Succession planning for aging instructors.
- Document needs, then recruit more volunteers.
- Recruit young teachers for classes. Appeal to millennials.
- Develop new instructors.
- Expand programs to attract new and diverse population.
- Attract/hire young, talented teachers.
- Create class offerings with Chagrin schools.
- Succession planning for aging students.
- Art club for 20/30 year olds.
- Recruit younger instructors.
- Attract younger students.
- Expand programs aimed at younger population.
- Research successful art-themed escape rooms.

- Partner with schools.
- Offer programming exciting to younger populations.
- Create classes for 4-6 year olds.

Expand outreach programs to a wider geographic region.

- Expand after school program to cover childcare gap for working parents.
- Collaborate with Ursuline College with art therapy initiatives.
- Partner with senior centers and retirement communities.
- Improve, increase outreach to diverse populations.
- Identify opportunities for traveling exhibitions.
- Task force formation to encourage visual arts school support organization.
- Create a traveling art program to reach other communities.
- Recreate partner program between VAC and High School.
- Visiting artist program.
- Research what other places are doing to develop workshops.
- Scholarship to graduating senior pursuing art.
- More outreach for local art teachers, their wants and needs.
- Scholarship for needy student to attend CIA pre-college program.
- Create family friendly opportunities.

APPENDIX D - STRATEGIC ELEMENTS RELATIONSHIP CHART



APPENDIX E - SUMMARY OF STRATEGIC PLANNING SESSION DATA

Strategic Elements (in Priority Strength order)									
1. Expand and modernize marketing.									
2. Reach, develop, and maintain relationships with a changing audience.									
3. Execute successful 50th Anniversary.									
4. Strengthen Board governance.									
5. Leverage and expand professional partnerships.									
6. Expand outreach programs to a wider geographic audience.									
7. Develop Five-Year Facilities Plan.									
8. Establish stable funding.									
9. Increase community support and participation in gallery programming.									
10. Improve Art by the Falls.									
Strategic Element	Total # as Driver	Drives Element #s	Total # as Drivee	Driven by Element #s	Radar Score	Relationship Strength	Driver Strength	Drivee Strength	Priority Strength
1	8	2, 3, 5, 6, 7, 8, 9, 10	1	4	4	1.00	0.89	0.11	5.33
2	5	6, 7, 8, 9, 10	4	1, 3, 4, 5	3	1.00	0.56	0.44	3.89
3	5	2, 5, 6, 8, 9	2	1, 4	3	0.78	0.56	0.22	3.89
4	9	1, 2, 3, 5, 6, 7, 8, 9, 10	0		7	1.00	1.00	0.00	3.00
5	4	2, 6, 8, 10	5	1, 3, 4, 7, 9	4	1.00	0.44	0.56	2.67
6	3	7, 9, 10	6	1, 2, 3, 4, 5, 8	2	1.00	0.33	0.67	2.67
7	2	5, 9	5	1, 2, 4, 6, 8	2	0.78	0.22	0.56	1.78
8	2	6, 7	7	1, 2, 3, 4, 5, 9, 10	4	1.00	0.22	0.78	1.33
9	2	5, 8	7	1, 2, 3, 4, 6, 7, 10	4	1.00	0.22	0.78	1.33
10	2	8, 9	5	1, 2, 4, 5, 6	8	0.78	0.22	0.56	0.44