

Southeastern Connecticut Cultural Coalition
Delivering on the Promise

Strategic Plan

Goals, Strategies and Tactics
to Fulfill and Sustain
the Mission, Vision and Values
of the
Southeastern Connecticut Cultural Coalition

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Mission, Vision, Values

Mission

The Southeastern Connecticut Cultural Coalition fosters region-wide economic growth in New London County by optimizing existing and new arts and cultural activities to assure that cultural sector and creative business assets are central to the vitality of the region.

Vision

In fulfilling this mission, the independent nonprofit Coalition serves: as the “voice” of the cultural sector- providing core services to connect, strengthen, and advocate for the cultural community; and, as the “liaison” between the cultural sector and leadership entities invested in regional vitality—municipal, community, business, education, tribal, military, and tourism sectors.

Supporting the belief that culture is a catalyst for place making, the Coalition seeks to play a creative, innovative role fostering partnerships among cultural sector assets and other regional initiatives seeking to advance regional identity, and attract and retain businesses, residents and visitors.

Reflecting the connection between a strong regional economy and a strong, united cultural sector, the Southeastern Connecticut Cultural Coalition benefits from funding received from the Office of the Arts within Connecticut Department of Economic and Community Development, and works alongside the state’s eight other regional organizations committed to providing sector leadership that advances the creative economy statewide.

Commitments

The Southeastern Connecticut Cultural Coalition is committed to:

Connect arts, heritage, cultural, business and community activities to build on respective strengths and create successful partnerships;

Collaborate among arts, heritage, cultural, business and community activities to encourage and facilitate innovative solutions and opportunities;

Communicate with patrons, organizers and beneficiaries across the spectrum of arts, heritage, cultural, business, and community activities to promote opportunities and convey the sector’s impact.

Values

The Southeastern Connecticut Cultural Coalition strives to serve the broadest population of individual patrons, organizers and beneficiaries of arts, culture, heritage and creative businesses, nonprofits, and all citizens without regard for affluence, influence or ethnicity.

The Southeastern Connecticut Cultural Coalition Inc. does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, employment of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our staff, clients, volunteers, subcontractors, and vendors.

The Southeastern Connecticut Cultural Coalition Inc. is an equal opportunity employer. We will not discriminate and will take affirmative action measures to ensure against discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression.

The Southeastern Connecticut Cultural Coalition is committed to the highest level of integrity in its administrative, service and outreach activities; and we maintain records accurately and transparently.

The Southeastern Connecticut Cultural Coalition pursues our mission with financial conservatism.

Delivering on the Promise

Five Goals

Goal 1:

Advocate for and strengthen the cultural community

Goal 2:

Establish and demonstrate the Coalition's relevance to the cultural community and its broader audiences to advance community and economic development

Goal 3:

Seize opportunities to drive major statewide and regional cultural and economic development initiatives

Goal 4:

Cultivate, solicit and steward a growing base of committed supporters—individuals, corporations, foundations and government—to meet annual operating goals and long-term strategic objectives

Goal 5:

Ensure concomitant growth of resources to advance the mission including, but not limited to, personnel (staff, board and volunteer) and facilities

Goal 1:

Advocate for and strengthen the cultural community

Strategies:

- Become a preeminent voice for all Partners, including individuals and organizations
- Advocate for increased investment in the sector as a bona-fide economic development tool
- Be a vocal proponent for public and private philanthropy for culture in the region
- Foster collegiality among Partners
- Connect cultural, business and community activities to build on respective strengths, create successful partnerships and establish innovative solutions and opportunities

Tactics:

- Host on-going “Stakeholders’ Forums” for issue development, action steps and tangible positive impact in region
- Promulgate useful information for the cultural, community and economic development sectors
- Support the administration of a regional and statewide economic and quality of life impact study and conveyance of its results to Partners, public and government
- Research best practices at state and national cultural alliances of programmatic, marketing, networking and philanthropic initiatives
- Provide positive impacts in region via activities, forums, and capacity building
- Advocate for greater physical accessibility and inclusivity among arts, cultural and heritage assets

Goal 2:

Establish and demonstrate the Coalition's relevance to the cultural community and its broader audiences to advance community and economic development

Strategies:

- Collaborate with cultural and business activities to educate and motivate their recognition and support for a thriving cultural sector helping to drive economic development and quality of life
- Build awareness of the benefits of being a Partner to encourage and increase partner registrations
- Build awareness of the Coalition, our role and our value to the region, the State and our Partners
- Continue on-going implementation of core Coalition commitments: connect, collaborate and communicate
- Develop and maintain a positive brand image

Tactics:

- Maintain communications with leadership of cultural, community and economic development organizations
- Establish and update a database about Partners that enables the Coalition to deliver meaningful services to and among our Partners
 - Gather partner information about:
 - Program attendance
 - Economic impact
 - Survey data
 - Increase/decrease of funding
 - Increase/decrease of critical needs
 - Increase/decrease in number of partners in region
 - Number and types of arts/heritage organizations, both for profit and not for profit
- Develop and distribute an annual report on the economic impact of the cultural sector
- Develop and implement a communications/marketing plan
 - Provide an organized platform with a range of channels for communicating and promoting the Coalition's mission and activities to enable the Coalition to reach and deliver information to a range of audiences

- Provide a comprehensive identity/communications program and a recognizable image for the Coalition within the State and region
- Develop a 'Partner Acquisition & Retention' Plan
 - Institute a partnership structure, the Coalition's "core operating system," promoting the mutual benefits of the Coalition and its cultural Partners

Goal 3:

Seize opportunities to drive major regional and statewide cultural and economic development initiatives

Strategies:

- Lead, support or participate in select regional and statewide initiatives—cultural, community and economic development organizations—that advance the Coalition’s mission

Tactics:

- Develop a network for learning about and sharing initiatives early in planning stages
- Establish criteria for participation and support of regional initiatives
- Maintain contact with the leadership of regional and statewide initiatives
- Develop tools for board of directors, staff, Partners and the community to establish, maintain and support a network for regional initiatives
- Regularly share potential opportunities
- Assess and evaluate outcomes of regional initiatives

Goal 4:

Cultivate, solicit and steward a growing base of committed supporters- individuals, corporations, foundations and government- to meet annual operating goals and long-term strategic objectives

Strategies:

- Establish and maintain strong relationships with donors, patrons, sponsors, funders and public through influential and creative community volunteer leadership
- Maintain and demonstrate fiscal responsibility to donors, funders and public

Tactics:

- Coordinate all private and public sector fundraising activities for the Coalition, including cultivation and solicitation of major donors
- Design and implement a short- and long-term development plan
 - Assess avenues of philanthropy to outline feasible categories of support (major gifts, direct mail, telethon, memberships, corporate, foundation and government grants) and, ultimately, specific prospects in each category
- Research grant opportunities and prepare grant requests that positively impact our Partners and regional initiatives
- Maintain on-going contact with DECD and Office of the Arts
- Provide opportunities for targeted community leaders/stakeholders to attend monthly board meetings
- Provide opportunities for board members to develop and serve as designated liaisons, ambassadors and representatives for the Coalition

Goal 5:

Ensure concomitant growth of resources to advance the mission including, but not limited to, personnel (staff, board and volunteer) and facilities

Strategies:

- Recruit and retain the best and the brightest, emphasizing strategic and progressive personnel practices, thoughtful board stewardship, and a meaningful engagement of volunteers
- Sustain a committed and energized board and staff
- Synthesize Coalition board, committee, and working group planning and action
- Develop a cadre of volunteers and subject matter experts available to assist in Coalition initiatives and activities

Tactics:

- Pursue board members who are well influential individuals and view their engagement (time, skills, and philanthropy) with the Coalition as a priority in their lives
- Engage all board members in supporting the Coalition financially, to the best of each person's ability, through donations, fundraising events, and campaigns
- Strive to ensure that the composition of the board reflects the diversity of the communities we serve
- Continue to focus on board succession planning and recruitment, ensuring the long-standing vitality of the board
- Create Annual Operation Plan aligning actions and goals of Coalition efforts established through such products as Strategic Plan and Development Plan
- Ensure board members gain understanding of how individual, working group, committee, and board actions tie into overall Coalition goals and efforts
- Pursue and attain staffing levels, premises, and equipment commensurate to Coalition needs
- Be a model for excellence and leadership in nurturing, managing, and growing staff
- Continue to strengthen the annual evaluation process

- Ensure compensation and employee benefits package continue to be competitive and consistent with the market
- Offer staff training opportunities to ensure continued personal and professional growth
- Strive to ensure that the composition of volunteer corps reflects the diversity of the communities we serve
- Respect and honor volunteers, providing them meaningful and rewarding opportunities where they feel a strong sense of community and support
- Engage staff and volunteers in demonstrating service values (supportive workplace interactions, exceptional customer service, and a professional work ethic) to all