



Courtesy of the Paradise Gardens Foundation

Georgia Council for the Arts
STRATEGIC PLAN 2013 - 2018



FORWARD

Courtesy of Savannah Music Festival/Frank Stewart

Recent fiscal conditions have created new perspectives on the social and economic value of the arts. It is now a nationally accepted standard that the arts, cultural and design sectors are sound components of comprehensive economic development planning. In Georgia, the creative industries comprise more than 12,000 arts related organizations employing approximately 200,000 people and generating nearly \$29 billion in revenue¹.

These entities play a highly significant role in enhancing our quality of life through arts education, community revitalization and shared cultural experiences, but are also major engines driving the growth of tourism and sustainable community development. According to the Georgia Creative Industries Profile, the number of people employed in creative industries ranks only behind education, business/financial services, and biomedical/biotechnical sectors². Georgia Council for the Arts recognizes this potential for growth in all areas of the creative sectors and is focused on empowering the arts industry through grant funding, supportive services and capacity building.

There is a continually expanding body of evidence showing that strategic utilization of the creative industries serves as a catalyst that drives economic development. Leveraging creative activities allows for geographically targeted growth of infrastructure, increases the ability for companies to compete in the market place, and is a major component of effective workforce expansion. Creative industry development also increases the economic impact of tourism, which revitalizes communities throughout Georgia. Tourists who are engaged in cultural activities tend to stay longer and spend more dollars in a specific location than other tourists³. Leveraging also allows for the strengths of both the arts and tourism communities to be combined so that market forces can work together to develop and highlight communities across Georgia.

In supporting the educational systems that produce well-rounded students and a well-prepared workforce, the arts also play a significant role. Successful development and utilization of arts education programs allows students to utilize multiple learning styles and supports the development of critical thinking, cognitive abilities

and social skills. Participation in arts programming increases student engagement through improved attendance and graduation rates; additionally, students engaged in visual and performing arts tend to have higher standardized test scores. Consequently, effective utilization of arts education also results in a better-prepared workforce.

In an environment where new sources of economic growth will be required, artistic and cultural activities have shown great potential in initiating new positive economic activity. Over the last five years, GCA has awarded more than \$20 million in grant funding to the nonprofit arts industry. In that same period of time, those grant recipients generated just over \$858 million in revenue. According to a 2011 report by the National Endowment for the Arts, Georgia is one of only four states where additional spending on the performing arts can generate a greater number of jobs than in other states. More than 45 new jobs would be created for every additional million dollars in performing arts spending⁴. Along with increasing the recirculation of dollars in a local economy and improving global competitiveness, investing in artistic and cultural activities helps facilitate how a state or region's identity is defined - an identity that can be leveraged to continuously improve the quality of life of all Georgians.

¹Bell, Allen. Creative Industries in the South - Georgia Creative Industries Profile. South Arts Research Publication (2012)

²Georgia Creative Industries Profile. Page 111. South Arts Research Publication (2012)

³The National Governors Association, New Engines of Economic Growth: Five Roles for Arts, Culture and Design (2012) and; Arts and the Economy: Using Arts and Culture to Stimulate State Economic Development. NGA Center for Best Practices (2008)

⁴Arts and the GPD: Value-Added by Selected Cultural Industries. National Endowment for the Arts. (2011)



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Courtesy of The Arts Council, Inc. ▲

▼ Courtesy of the Youth Ensemble of Atlanta





Courtesy of the National Black Arts Festival

ENVIRONMENT

Over the last five years, the U.S. economy has experienced financial and subsequent cultural realities that required government, businesses and other organizations to function in a more strategic manner. This necessitated increased flexibility and an evaluation of their goals and purpose. State agencies and organizations within the creative economy have been no exception to the trend. During these years GCA has used this new operating environment as an opportunity to work with the creative industries to define the most viable and valuable role of the state arts organization to the arts field and the state's economic development. Through this dialogue, GCA has emerged as an evolving organization focused on supporting the development of the creative industries and providing direct service to the statewide arts community.

The positioning of Georgia Council for the Arts within the Department of Economic Development in FY2012 allowed the agency to initiate and drive dialogue with and between policy makers, local elected officials and the arts community on the contribution of the arts to economic development; the return on investment produced when using public funding for arts; the importance of integrating the arts and tourism industries; the benefits of connecting creative sector

workers with industries reliant upon innovation; and how arts education can significantly improve student learning and workforce development. Additionally, this placement has provided new opportunities to develop the resources, information technology, marketing and support necessary to fulfill GCA's mission and values. This strategic plan serves as a reflection of both the immediate and long-term vision of the arts community as communicated through public forums in each region of the state. It defines the guidelines and principles the agency will use to make intentional and thoughtful decisions regarding the strategic distribution of resources and lays the foundation for innovation and creativity to plan, build and connect arts and economic development throughout Georgia.

The GCA Strategic Plan is a reflection of the overall needs of the state of Georgia. Seven regional meetings in Atlanta, Augusta, Columbus, Gainesville, Macon, Savannah and Tifton were held to gather perspectives from local officials and the arts community. GCA staff and board members utilized this input to identify statewide and local needs and developed strategies to guide our activities in the following strategic areas: Economic Development, Community Impact, Advocacy, and Capacity Building.

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NOTE ON PROCESS

Courtesy of Montana Skies

MISSION

The mission of Georgia Council for the Arts is to cultivate the growth of vibrant, thriving Georgia communities through the arts.

GUIDING PRINCIPLES

- The arts contribute to a thriving state economy.
- The arts define our collective sense of place and identity as Georgians.
- Arts participation has a powerful impact on individuals, with potential benefits ranging from improved physical and mental health and increased civic engagement to new skills development and better problem-solving.
- Arts education and arts in education are essential to cultivating the next generation of entrepreneurs, leaders, inventors, and creative problem solvers that will place Georgia as a leader in the global economy.
- Arts and culture drive tourism, create jobs, revitalize communities and attract new businesses to our state.

VALUES

The following values guide Georgia Council for the Arts to ensure that our funding reflects our principles and that our own work is consistently mission-driven and delivered through the highest level of professionalism and commitment to the arts and culture community in our state.

- Inclusion
- Accessibility
- Stewardship
- Partnerships & Collaboration
- Excellence
- Integrity
- Transparency
- Transformation
- Deep and lasting community connections

GOALS



ECONOMIC DEVELOPMENT

UTILIZE THE ARTS TO PROMOTE GEORGIA'S ECONOMIC GROWTH

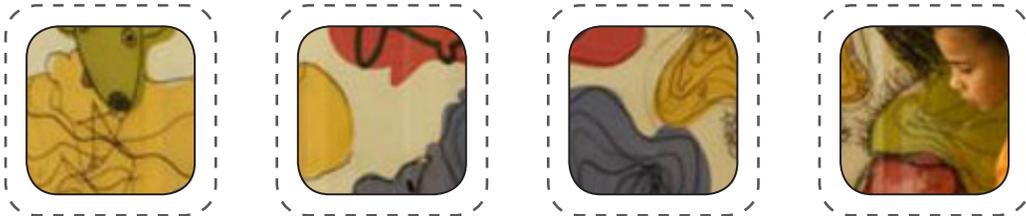
It has long been recognized that great art and cultural institutions play a pivotal role in how we define ourselves and our community. As globalization continues to intensify the level of market-based competition, more organizations will need to be innovative to remain competitive. The sectors comprising the creative industries are driven by innovation. Connecting communities and organizations throughout Georgia with the unique components of the creative industries will improve the ability to compete in the global marketplace. Many states have helped communities use the arts to create targeted economic development, recruit and develop a skilled workforce and attract additional tourism.

Georgia Council for the Arts will continue to engage in conversations on the reasons businesses want to locate in specific communities, how to improve quality of life, the role of the arts in a sound education, and the specific ways in which the arts and creative communities produce opportunities for growth. The additional competition faced because of a continuously globalizing economy makes the maximization of our creativity, design and innovation paramount to our future success. Investing in the development and utilization of our creative capital not only increases the vibrancy of our communities, it also educates our future entrepreneurs and business leaders. Aside from attracting new residents and inspiring tourists to spend more and stay longer, the arts industry is an essential component of the economic development tool box. Consequently, GCA will focus on the key role the arts have to play in the future economic growth of Georgia.

To promote economic development, GCA will strategically:

- Integrate the arts and culture community into the broader work of the Georgia Department of Economic Development.
- Assess the economic impact of GCA grants.
- Support tourism development activities at the local level that utilize and employ artists and the non-profit arts industry (Tourism Product Development Agreement).
- Serve in a leadership capacity to connect and mobilize state and local resources to protect and preserve Georgia's cultural heritage sites.
- Use the GCA website as a portal for case studies and best practices for communities seeking to utilize the arts for community and economic development.
- Maintain GCA staff position on the Tourism Team.

GOALS



COMMUNITY IMPACT

SUPPORT STRONG CONNECTIONS BETWEEN ARTISTS, ARTS ORGANIZATIONS AND THE PUBLIC RESULTING IN COMMUNITY CONNECTIONS AND AN IMPROVED QUALITY OF LIFE

The sectors that make up the creative industries are composed of individuals driven by innovation. By investing in this innovation, building entrepreneurial skills, and connecting innovation with additional community resources, GCA is promoting community development. This type of development has tangible impacts on local communities throughout Georgia.

In Georgia, there are countless examples of where the arts have been successfully used to develop a sense of community through defining a collective identity of place. From Sautee to Colquitt, Brunswick to LaGrange, communities have engaged the arts through theatre, dance, music and visual art to create community-wide dialogue on sensitive issues and build a shared sense of pride in place. Dialogue generated through the arts is a proven method to engage and support students and to help our citizens discover the common themes in our life experiences. Throughout Georgia, individuals and organizations are using the arts to connect people and to build the creative sectors that make numerous social and economic contributions to the community. By building and investing in community connections through the arts, the engines of revitalization create jobs and increase economic activity.

GCA will help the arts impact communities by strategically:

- Introducing GCA's new grant portfolio in FY2014 with a focus on community impact.
- Maintaining artistic excellence criteria for GCA funding.
- Seeking out opportunities for public/private partnerships in support of arts education.
- Exploring opportunities for partnerships to support the role of the arts in healthcare.
- Seeking out additional partnership opportunities with the Tourism Division.
- Serving as a conduit for best practices and Georgia-based examples of successful community development efforts through the arts.

GOALS



ADVOCACY

ACT AS A CATALYST FOR INCREASED PUBLIC AWARENESS OF THE VALUE OF THE ARTS AND OF GEORGIA'S RICH CULTURAL HERITAGE TO EFFECTIVELY ADVOCATE FOR THE VALUE OF THE ARTS AND OUR CULTURAL HERITAGE

GCA will strategically:

- Develop uniform messaging about the impact of the arts.
- Publish a GCA Annual Report.
- In partnership with other arts and culture funders in the state, explore options to invest in a data and impact analysis tool for Georgia, such as the Cultural Data Project.
- Expand the resources section of the GCA website to include national, regional and local research on the impact of the arts.
- Integrate the State Art Collection into the New Georgia Encyclopedia.
- Digitize the Traditional Arts Archive, making it an accessible research and learning tool for the general public.
- Promote the Georgia Poet Laureate to bring attention to Georgia's literary heritage, current literary community and the art of poetry.
- Launch the official state license plate in support of the arts.
- Reinstate the Governor's Awards as the Governor's Awards for the Arts & Humanities.
- Actively seek out new and innovative partnerships to support increased awareness of the value of the arts in both the public and private sector.

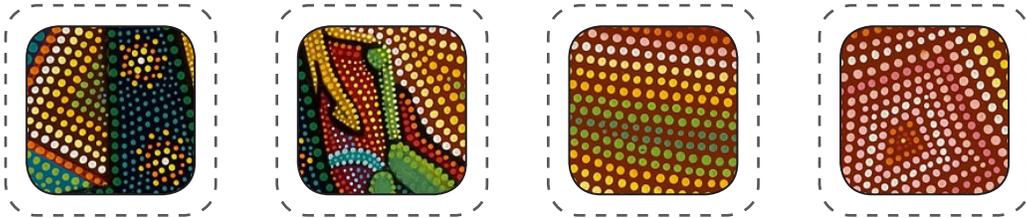


Courtesy of the Springer Opera House Theatre ▲

▼ Courtesy of LaGrange Symphony Youth Orchestra



GOALS



CAPACITY BUILDING

INVEST IN THE SUSTAINABILITY AND ADVANCEMENT OF GEORGIA'S CREATIVE SECTOR

GCA will engage in capacity building by strategically:

- Introducing new GCA grant portfolio.
- Building a statewide network of arts service organizations.
- Fostering networking, training and resource sharing opportunities for rural and underserved regions of the state.
- Exploring opportunities for partnerships that support increased visibility for artists and connect artists with communities.
- Researching, collecting and posting relevant information on the GCA website regarding professional development and capacity building resources for artists and arts organizations.
- Support Georgia's individual artists.



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