



## STRATEGIC PLAN FY30

**Board Approved June 18, 2025**

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UNITED ARTS OF CENTRAL FLORIDA  
STRATEGIC PLAN FY30

## MISSION

**To inspire and enrich communities  
by strengthening arts, science, history and culture  
through strategic collaborations and investments.**

## VISION

**A thriving arts community  
that fuels lasting prosperity, creativity,  
and well-being for all in Central Florida.**

## 8 INDICATORS OF A THRIVING ARTS ECOSYSTEM

### 1. THRIVING ARTISTIC COMMUNITY

**Abundance of artists** A strong ecosystem supports a wide range of artists across various disciplines, including visual arts, performing arts, literary arts, and more.

**Representation** The ecosystem reflects the demographics of the community in terms of artists, audiences, staff, and leadership.

**Opportunities for artistic development** Artists have access to resources like training programs, mentorship, residencies, and funding to nurture their talent and advance their careers.

**Platforms for showcasing work** Ample venues and spaces exist for artists to exhibit, perform, and share their work with the public.

### 2. VARIETY OF ORGANIZATIONS

The ecosystem includes a mix of established institutions and community-based organizations, all contributing to the ecosystem and representing varied artistic disciplines.

### 3. ENGAGED & GROWING AUDIENCES

**Accessibility** Arts and culture are accessible to everyone, regardless of background, income, or ability.

**Growing audiences** People of all ages, ethnicities, and interests participating.

**Active engagement** Audiences are not just passive consumers but actively participate in arts experiences through workshops, discussions, and community projects.

### 4. INNOVATION AND CREATIVITY

**Support for new work** The ecosystem encourages experimentation.

**Interdisciplinary collaboration** Artists from different disciplines collaborate and push boundaries.

**Adaptability** The ecosystem is responsive to change and embraces new technologies and approaches.

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## 5. EDUCATION & LEARNING

**Arts education** Children and youth have access to quality arts education in schools and communities.

**Lifelong learning** Opportunities for adults to engage in arts learning and creative expression are available.

**Knowledge sharing** Artists and organizations share their knowledge and expertise with each other and the community.

**Pathways for the next generation of workforce** In the arts and culture sector and creative industries.

## 6. SUPPORTIVE ENVIRONMENT

**Public funding** Government at all levels (local, regional, national) recognizes the value of arts and culture and provides financial support.

**Private philanthropy** Foundations, corporations, and individuals contribute generously to arts organizations and initiatives.

**Policies and regulations** Policies support the arts and culture sector, such as tax incentives for donations, protection of cultural heritage, and support for arts education.

## 7. STRONG INFRASTRUCTURE

**Physical spaces** Adequate and well-maintained venues, galleries, studios, and rehearsal spaces are available.

**Digital infrastructure** Artists and organizations have access to technology and digital platforms to create, promote, and share their work.

**Transportation & accessibility** Arts and culture venues are easily accessible by public transportation and are designed for people of all abilities.

## 8. ECONOMIC IMPACT & SOCIAL IMPACT

**Creative economy** The arts and culture sector contributes to the local economy through job creation, tourism, and revenue generation.

**Placemaking** Arts and culture are used to enhance public spaces and create vibrant communities.

**Cultural tourism** Arts and culture attract visitors and contribute to the vibrancy of the community.

**Social cohesion** Arts and culture bring people together, fostering a sense of belonging and community pride.

**Business partnerships** Businesses recognize the value of arts and culture and support the sector through sponsorships and partnerships.

**Civic participation** Arts and culture are used to engage citizens in dialogue and decision-making about their communities.

## GOAL 1: STRENGTHEN UA – BUILD CAPACITY OF UA TO BE GREAT AND BOLD

### STRATEGY 1: GREAT PROGRAMS AND SERVICES THAT HELP TO ACHIEVE OUR MISSION AND VISION

**ASSIGNED TO:** Rochelle - Sarah J; Executive Committee & Governance Committee

**OUTCOME:** UA is strong, sustainable, relevant and ready to fulfill the mission of the organization and inspire a shared vision

To achieve this, we will:

1. Invest and deploy automation and operating Systems to improve programs and services
  - a. *Start: FY26*
  - b. *Conclusion: FY27*
2. Adopt relevant and futuristic Board Governance practices and policies
  - a. *Start: FY26*
  - b. *Conclusion: FY28*
3. Encourage and invest in a culture of innovation across the organization
  - a. *Start: FY26*
  - b. *Conclusion: FY27* (set up structure to promote a culture of innovation)
4. Reimagine the Collaborative Campaign in a participatory practice with our partners
  - a. *Start: FY26*
  - b. *Conclusion: FY28*

#### **LONG TERM SUCCESS MEASURED BY:**

- Productivity and innovation are realized through automation and capitalizing on technology
- Annual Board evaluation reflects 100% engagement, and Board is ready for opportunities to support the vision and mission of the organization
- United Arts realizes increase in mission-based contributions and earned revenue by 5-6% annually
- Innovation is incentivized in each department
- Staff and Systems Readiness for Opportunity
- Collaborative Campaign is sustainable and utilizes technology and automation to reduce burden on UA to operate.

## UNITED ARTS OF CENTRAL FLORIDA STRATEGIC PLAN FY30

- Establish Task Forces made up of Campaign Partners to Reimagine the Collaborative Campaign around stewardship, communication, technology and match

### 2026 KEY KPIs and IMPLEMENTATION

- 4.25 Conduct technology and systems audit.
- 6.25 Seek qualified companies to provide technology and systems for UA through RFP process
- 11.25 Secure funding for Technology and Systems upgrades
- 8.25 Begin implementation of technology and systems upgrades.
- 12.25 Adopt new governance practice of utilizing a Consent Agenda
- 6.26 Create formal charters for each standing Committee of the Board of Directors
- 6.26 Establish culture of innovation at the department level by encouraging new ideas and collaboration between departments.

## STRATEGY 2: AGGRESSIVE MARKETING OF UNITED ARTS BRAND

**ASSIGNED TO: Tom – Thali; Board of Directors**

**OUTCOME: United Arts is regionally known as a trusted resource to actively engage and invest in the arts**

To achieve this, we will:

1. Invest strategically in aggressive and sustainable institutional marketing to reach and engage new residents and tourists
  - a. *Start: FY27*
  - b. *Conclusion: Ongoing*
2. Drive usage **ArtsinOrlando.com** and newsletter subscriptions
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
3. Increase available resources for Institutional Marketing of United Arts annually by 10%
  - a. *Start: FY27*
  - b. *Conclusion: Ongoing*
4. Leverage AI to engage new people in different ages and languages
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*

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### LONG TERM SUCCESS MEASURED BY:

- Growth in data results from all media, mailings, and advertising campaigns
- New relationships from Cross-Sector influencers
- ArtsinOrlando.com usage by zip code and links to ticketing websites
- Increase subscriptions and open rate to Discover Newsletter by 100%
- AI used to engage new people

### 2026 KEY KPIs and IMPLEMENTATION

- 6.26 Website traffic (UA, ArtistryOnline.org + ArtsinOrlando.com).
  - Seek to grow ArtsinOrlando.com traffic to an average of 10,000 monthly users (up from 6,500 in FY25)
- 7.25 Establish ArtsinOrlando.com Outbound Click Rate baseline
- 6.26 Social media reach & engagement
  - Achieve a 40% increase in social shares, reactions, and follower counts.
- 6.26 Establish Brand recall / recognition among stakeholders and partners (survey)
- 6.26 Email:
  - Grow newsletter subscriber (currently ~12,000) by 20%, maintain open rate at industry benchmark 40% and increase click-through rate from 1 to 2%

## STRATEGY 3: GROWING FAMILY THAT GIVES GENEROUSLY TO UNITED ARTS' MISSION

**ASSIGNED TO:** Sarah J – Tom; Development Committee

**OUTCOME:** Increase in contributed revenue that supports United Arts' mission, programs and services with funding partnerships that encourage and support innovation and bold initiatives

To achieve this, we will:

1. Strengthen systems and messaging for raising funds for United Arts programs and services
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
2. Cultivate generations of family donors and lifetime giving
  - a. *Start: FY27*
  - b. *Conclusion: Ongoing*

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3. Develop corporate partnerships and sponsorships for UA programs and Services that align with corporate goals with true benefits for employee engagement
  - a. *Start: FY27*
  - b. *Conclusion: Ongoing*
4. Seek funding partners to support innovation and bold new initiatives
  - a. *Start: FY26*
  - b. *Conclusion: FY28*
5. Elevate engagement of current donors through innovative stewardship initiatives
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
6. Produce a unique United Arts branded annual large-scale event celebrating all arts donors
  - a. *Start: FY27*
  - b. *Conclusion: FY28*

### LONG TERM SUCCESS MEASURED BY:

- Increase individual giving to UA by 10 % each year
- New donors cultivated through smaller unique events and volunteer programs like grants panelists
- UA has risk capital in reserves to seize opportunities to support innovative ideas and bold new initiatives
- Increase in Public and community engagement in the Collaborative Campaign
- Large scale event engages 50% of donors to Collaborative Campaign

### 2026 KEY KPIs and IMPLEMENTATION

- Campaign conversion rate (web + email)
  - Requires technical solution to integrate with Raisers Edge
  - Need to establish benchmark
- Marketing ROAS (Return On Ad Spend)
  - Requires technical solution to integrate with Raisers Edge
  - Need to establish benchmark
- Establish baselines for 2 metrics: CPL (information) CPA (donor)

## STRATEGY 4: DIVERSIFIED REVENUE STRENGTHS FINANCIAL HEALTH

ASSIGNED TO: Rochelle – Thali; Finance Committee

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**OUTCOME: Sustainable business model that increases unrestricted resources to invest in strengthening UA and the arts ecosystem to seize opportunities and to be resilient during local, national or global economic, natural and human crisis**

To achieve this, we will:

1. Monetize our owned assets and intellectual property
  - a. *Start: FY27*
  - b. *Conclusion: FY29*
2. Reduce the cost of doing business with automation and technology
  - a. *Start: FY27*
  - b. *Conclusion: FY28*
3. Budget and realize annual surpluses to reinvest for long-term strategic growth
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*

### LONG TERM SUCCESS MEASURED BY:

- Annual Increase of 5% in United Arts' private contributions
- Earned Revenue increases by \$100,000 each year monetizing our assets
- Evidence of Multi-Year contracts to sustain programs and services
- Readiness for Opportunity
- **The percentage of the annual surplus that is formally allocated for long-term strategic growth that** demonstrates a commitment to building a more resilient organization for the future.

## GOAL 2: STRENGTHEN THE ARTS AND CULTURE SECTOR

### STRATEGY 1: SUPPORT A THRIVING ARTISTIC COMMUNITY BY NURTURING CREATIVITY

**ASSIGNED TO:** Elyse; Community Investment Committee & Finance Committee

**OUTCOME:** Professional artists and organizations flourish, reflecting our community and empowered with platforms and opportunities for continuous development.

To achieve this, we will:

1. Develop innovative and diverse funding opportunities to strengthen organizations and professional artists/entrepreneurs to help them thrive and create GREAT ART
  - a. *Start: FY27*
  - b. *Conclusion: FY29*
2. Empower Artists and emerging arts organizations with technical support and professional development opportunities
  - a. *Start: FY26*
  - b. *Conclusion: FY28*
3. Convene and cultivate opportunities for networking and connection for artists and orgs to share their knowledge and expertise
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
4. Encourage sector-wide programs and services to build future creative workforce through mentorship, internships, and apprenticeships
  - a. *Start: FY27*
  - b. *Conclusion: FY29*

#### LONG TERM SUCCESS MEASURED BY:

- Increased number of professional artists and organizations who are thriving with workspace, platforms for showcasing work and accessible opportunities for professional development
- Professional Artists and organizations are connected to share their knowledge and expertise to encourage best practices and excellence.
- Creative Workforce Readiness is measured by the number of artists and arts organizations that provide mentorships, internships and opportunities for creative industry jobs.

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## Key KPIs & Implementation

### 1. Economic Health of the Sector (Goal 2.1)

- Strategy Timeline: FY27-FY29
- Measurement Start: FY26 (baseline)
- FY26 Prep Work: Add unrestricted net assets question to GOS application
- Phase 1 (FY26+): GOS partners via 990s + GOS reports
- Phase 2 (FY27+): Add sector-wide via organizational survey, AEP7 Key KPIs & Implementation

### 2. Funding Reach and Impact (Goal 2.1)

- Strategy Timeline: FY27-FY29
- Measurement Start: FY26 (baseline) - already tracking
- FY26 Prep Work: None - grant portal already captures
- Ongoing: Annual tracking

### 3. Program Participation & Engagement (Goal 2.1)

- Strategy Timeline: FY26-FY28
- Measurement Start: FY26 (systematize existing tracking)
- FY26 Prep Work: Create consistent tracking process across workshops/convenings
- Phase 1: Grantees via reports
- Phase 2: Sector-wide via survey

### 4. Perceived Quality of Life for Artists (Goal 2.1)

- **Strategy Timeline:** FY27-FY29
- **Measurement Start:** FY27 (first survey = baseline)
- **FY26 Prep Work:**
  - Survey design and question development
  - Budget allocation (\$6-9K)
  - Determine sample size/recruitment strategy
- **FY27:** First survey (baseline)
- **FY29:** Second survey (biennial cycle)

### 5. Career Advancement (Goal 2.1)

- **Strategy Timeline:** FY27-FY29
- **Measurement Start:** FY26 Phase 1
- **FY26 Prep Work:** Add milestone questions to IA grant applications/reports
- **Phase 1 (FY26):** Individual artist awards via reports
- **Phase 2 (FY27):** Include in artist survey

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**STRATEGY 2: SUPPORT ROBUST ARTS AND CULTURE  
ORGANIZATIONS BY EMPOWERING EXCELLENCE**

**ASSIGNED TO:** Elyse and Sarah J; Community Investment Committee & Development Committee

**OUTCOME:** Stronger arts and culture organizations with excellent leadership, sound financial management and governance practices, and measurable community impact.

To achieve this, we will:

1. Facilitate and cultivate programs and services that foster a workforce pipeline of qualified arts professionals.
  - a. *Start: FY28*
  - b. *Conclusion: FY29*
2. Help build and support best practices in arts management in our programs and services to nonprofit organizations
  - a. *Start: FY26*
  - b. *Conclusion: FY28*
3. Provide essential grants and programs that strategically invest in mission, capacity building and community impact
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
4. Reimagine the Collaborative Campaign with our partners
  - a. *Start: FY26*
  - b. *Conclusion: FY28*

**LONG TERM SUCCESS MEASURED BY:**

- Organizations are led by qualified professionals with compensation and benefits that meet industry standards.
- Adoption of leadership, governance, and financial management best practices in all GOS organizations by 2030
- All GOS grantees are creating “Great Art and Programs” by 2030 reflected by increased audiences, a growing donor base, and increased earned and contributed revenue.
- In FY2031, all General Operating Support “GOS” grantees are supported by UA with 5% of their operating budgets to support financial strength and creating GREAT art
- Collaborative Campaign attracts new donors and patrons to our partners

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- Sector Readiness for new opportunities to leverage their creative products and programs to increase earned revenue

### Key KPIs & Implementation

#### 1. Revenue Growth & Financial Diversification (Goal 2.2)

- Strategy Timeline: FY26-FY28
- Measurement Start: FY26 (baseline)
- FY26 Prep Work: None - 990s + GOS reports
- Phase 1: GOS partners
- Phase 2: Sector-wide via organizational survey

#### 2. Community Impact of Funded Projects (Goal 2.2)

- Strategy Timeline: FY26-Ongoing
- Measurement Start: FY26 (baseline)
- FY26 Prep Work: Add testimonial request to final reports
- Ongoing: Annual tracking

#### 3. Organizational Health Scorecard (Goal 2.2)

- Strategy Timeline: FY26-FY28
- Measurement Start: FY27 (after methodology development)
- FY26 Prep Work:
- Develop scoring methodology
- Determine which GOS application components feed score
- Work with Grounded with Data
- FY27: Baseline with new GOS application

## STRATEGY 3: INSPIRE ENGAGED AND GROWING AUDIENCES

**ASSIGNED TO:** Tom – Thali; Executive Committee

**OUTCOME:** Growth in new audiences that become patrons and donors

To achieve this we will:

1. Utilize innovative marketing strategies and technologies to provide institutional marketing for the sector that increase access to their programs and actively engages new audiences
  - a. Start: FY26
  - b. Conclusion: Ongoing

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2. Promote our local Cultural Tourism experiences nationally and globally in alignment with Visit Orlando and Visit Florida strategies
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
3. Seek marketing opportunities to promote artsinorlando.com to new residents and companies to increase awareness of the local arts community
  - a. *Start: FY27*
  - b. *Conclusion: FY28*
4. Increase Collaborative Campaign marketing to attract new residents and companies to support and engage in the arts
  - a. *Start: FY27*
  - b. *Conclusion: FY28*

### LONG TERM SUCCESS MEASURED BY:

- Increased earned income for the partners from ticket sales, admissions, tuition and fees due to growth in new audiences
- Increase of visitors engaging in the local arts and culture
- Increase in Public and community engagement in the Collaborative Campaign
- Evidence of increased active engagement of Multigenerational audiences

### 2026 KEY KPIs and IMPLEMENTATION

- Establish ArtsinOrlando.com Outbound Click Rate baseline
- Build database from Partner data + Visit Orlando reports for Out-of-region audience participation

## STRATEGY 4: SUPPORTIVE ENVIRONMENT: BALANCED FUNDING & POLICY

### ASSIGNED TO: Jennifer – Elyse; Executive Committee

**OUTCOME:** A supportive environment for the arts, characterized by a healthy balance of public and private funding, reinforced by supportive policies and regulations

To achieve this, we will:

1. Champion Advocacy with an Annual Advocacy Plan and engage volunteers

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- a. *Start: FY27*
- b. *Conclusion: FY28*
2. Support Cultural Master Plan Implementation
  - a. *Start: FY27*
  - b. *Conclusion: FY28*
3. Advance Cultural Tourism as a vital tourism development strategy
  - a. *Start: FY26*
  - b. *Conclusion: FY28*
4. Analyze and use data to identify trends, gaps and inform decisions for the needs and future of the sector and Communicate impact leveraging our marketing and communications assets
  - a. *Start: FY27*
  - b. *Conclusion: FY29*

### **LONG TERM SUCCESS MEASURED BY:**

- Government at all levels (local, regional, national) recognize the value of arts and culture and provide sustainable and dedicated financial support.
- Increased private philanthropy by foundations, corporations, and individuals by 5 %
- New businesses recognize the value of arts and culture and support the sector through partnerships, grants and sponsorships
- Public Policies and regulations support the increased investment in arts

### **Key KPIs & Implementation**

#### **1. Advocacy Impact (Goal 2.4)**

- **Strategy Timeline:** FY27-FY28
- **Measurement Start:** FY27 (when advocacy work begins)
- **FY26 Prep Work:**
  - Build tracking systems (meeting logs, policy tracking)
  - Define what counts as "supportive policy"
- **FY27+:** Track meetings, policies, funding secured

## GOAL 3: STRENGTHEN THE COMMUNITY THROUGH ARTS AND CULTURE CROSS-SECTOR PARTNERSHIPS

### STRATEGY 1: ECONOMIC PROSPERITY DRIVEN BY CREATIVE INDUSTRY

ASSIGNED TO: Jennifer – Elyse – Thali; Executive Committee

**OUTCOME: A thriving creative industry sector will drive economic prosperity for our community.**

To achieve this, we will:

1. Empower Creative Entrepreneurs by acting as a convener, resource hub, investor, and advocate
  - a. *Start: FY27*
  - b. *Conclusion: FY30*
2. Strengthen Creative Industry Connections by organizing and convening a dynamic Creative Industry Council to foster awareness, collaboration and growth.
  - a. *Start: FY27*
  - b. *Conclusion: FY30*
3. Advocate for growth to support policies that benefit the creative industry sector.
  - a. *Start: FY27*
  - b. *Conclusion: FY30*
4. Grow Cultural Tourism by leveraging the creative industry assets of our region to attract new visitors and increase economic prosperity for local creatives.
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*

#### LONG TERM SUCCESS MEASURED BY:

- The Creative Industry Sector including for profit, nonprofit, and freelance creatives are recognized as contributors to the local economy through job creation, tourism, and revenue generation.
- Number of workshops, training sessions, or networking events held for creative entrepreneurs
- Amount of funding, grants, or micro-loans distributed to creative entrepreneurs

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- Increased opportunities for professional artists and creatives to have places to create and showcase their work
- Number of policy changes or initiatives successfully advocated for on behalf of creative entrepreneurs
- Increase in number of creative entrepreneurs and professional artists that are hired by the hospitality and tourism industry to increase leisure visitors and meetings and conventions.
- Increase cultural tourism from 18% to 25%: Arts and culture attract visitors and contribute to the vibrancy of the community.

### Key KPIs & Implementation

#### 1. Investment in Creative Entrepreneurs (Goal 3.1)

- Phase 1 (FY26-FY27): Individual Artist grants
  - \$ distributed to creative entrepreneurs
  - Success metrics from artist survey (FY27+)
  - Resources provided to individual artists
  - Number of workshops for creative entrepreneurs
- Phase 2 (FY27-FY30): Expand as Creative Industries Council grows
  - Add CIC-facilitated funding (workshops, micro-loans, other opportunities)
  - Track entrepreneur success rates
  - Broader creative industry investment

#### 2. Creative Industry Council

- Phase 1: Launch of Creative Industries Council
  - Number of members / partnerships formed
  - Possible newer creative industries report

### IMPLEMENTATION TIMELINE:

#### FY26:

- Investment: Track Phase 1 - IA grants to creative entrepreneurs

#### FY27:

- Investment: Artist survey adds success metrics; begin tracking as strategy launches
- CIC: Launch Council, establish baseline (members, attendance, projects)

#### FY28-FY30:

- Investment: Phase 2 - expand tracking to broader creative entrepreneurs via CIC
- CIC: Continue tracking growth and impact

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**STRATEGY 2: SOCIAL IMPACT: COMMUNITY VITALITY**

**ASSIGNED TO:** Elyse – Tom; Community Investment Committee

**OUTCOME:** The profound power of arts will improve the quality of life, and health/wellness of our community, fostering connections and driving positive social change through cross-sector partnerships

To achieve this, we will:

1. Champion Arts and Social Impact Intersections with cross sector convening, awareness, and resources
  - a. *Start: FY26*
  - b. *Conclusion: FY30*
2. Increase funding for UA Community Grants to support collaborations that produce social impact from \$50,000 to \$150,000 by 2028
  - a. *Start: FY27*
  - b. *Conclusion: Ongoing*
3. Inspire & Inform Community on the value of arts as a catalyst and intervention in cross-sector partnerships to address issues facing our community
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
4. Increase Access to quality arts experiences in nontraditional spaces through arts learning and creative placemaking.
  - a. *Start: FY26*
  - b. *Conclusion: FY30*

**LONG TERM SUCCESS MEASURED BY:**

- Increase in Cross-Sector Partnerships and Collaborations initiated by non-arts organizations and human services agencies.
- Art is recognized and used across the community as a catalyst for intervention and prevention by healthcare and public health practitioners and leaders.
- Improved Social cohesion: Arts and culture are used as tools for social change, promoting dialogue, understanding, and inclusion. Arts and culture bring people together, fostering a sense of belonging and community pride
- Increase in Civic participation: Arts and culture are used to engage citizens in dialogue and decision-making about their communities.

**2026 KEY KPIs and IMPLEMENTATION**

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- Establish partner impact story bank
- Level of Cross-Sector Collaboration
  - Strategy Timeline: FY26-FY30
  - Measurement Start: FY26
  - FY26 Prep Work: Track via annual workplan + Community Impact Grant topics
  - Ongoing: Annual compilation
- Community Impact Grant Impact
  - Strategy Timeline: FY27-Ongoing (funding growth)
  - Measurement Start: FY26 (already tracking)
  - FY26 Prep Work: None - grant data + reports
  - Ongoing: Track as funding grows \$50K→\$150K by 2028
- Access in Nontraditional Spaces
  - Strategy Timeline: FY26-FY30
  - Measurement Start: FY26
  - FY26 Prep Work: Build filtering system (traditional vs. nontraditional venues)
  - Phase 1: Grantees + UA programs
  - Phase 2: Sector-wide via survey

## STRATEGY 3: ARTS LEARNING IS INTEGRAL PARTS OF ALL LIVES

**ASSIGNED TO:** Elyse – Sarah J; Community Investment Committee

**OUTCOME:** Arts learning is an integral and accessible part of every life, fostering creativity and development from cradle to career and beyond.

To achieve this, we will:

1. Expand arts education in Pre-K 0-5 by adopting the Wolf Trap Institute's Early Learning Through the Arts program to partner effectively with Pre-K early childhood educators to seamlessly integrate the arts into classroom learning to improve kindergarten readiness.
  - a. Start: FY26
  - b. Conclusion: FY30
2. Develop and encourage arts education programs that align with the needs of Creative Industry Sector and develop young talent to be the future workforce that supports creative industries and other industries seeking creative talent in our region

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- a. *Start: FY28*
  - b. *Conclusion: FY30*
3. Facilitate impactful Teaching Artists Residencies focused on academic success, workforce skills and mental health resilience.
  - a. *Start: FY26*
  - b. *Conclusion: FY30*
4. Expand Creative Aging initiatives by bringing artistic engagement and well-being to older adults in their communities.
  - a. *Start: FY27*
  - b. *Conclusion: FY30*

### LONG TERM SUCCESS MEASURED BY:

- Wolf Trap Institute Program is utilized by PreK early learning programs to train teachers to integrate arts learning into their classrooms.
- Creative Industry Sector's workforce needs align with arts learning and more students from the region are employed in Creative Industry jobs.
- Recognized apprenticeship and internship programs in place that build a workforce pipeline for next generation creative industries
- Increase placement of teaching artist residencies in schools in all four counties
- Creative Ageing programs are increasing opportunities for adults to engage in arts learning and creative expression in neighborhoods and community centers in all four counties by 2029.

### Key KPIs & Implementation

1. Program Reach - Creative Aging (Goal 3.3)
  - Strategy Timeline: FY27-FY30 (expansion)
  - Measurement Start: FY26 (post-pilot, Nov 2025)
  - FY26 Prep Work: Finalize pilot evaluation, establish baseline tracking
  - FY27+: Track expansion to 4 counties by 2029
2. Residency Implementation + Impact on Students (Goal 3.3)
  - Strategy Timeline: FY26-FY30
  - Measurement Start: FY26
  - FY26 Prep Work:
  - Add workforce skills questions to evaluations
  - (Already tracking reach, well-being, mental health)
  - FY27+: Full tracking with workforce skills component

**UNITED ARTS OF CENTRAL FLORIDA  
STRATEGIC PLAN FY30**

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**STRATEGY 4: PLACEMAKING - ARTS AND CULTURE CONTRIBUTE  
TO MAKING ORLANDO A GLOBAL CREATIVE CAPITAL**

**ASSIGNED TO:** Jennifer – Elyse; Executive Committee

**OUTCOME:** Arts and culture are leveraged to make the greater Orlando region the #1 place to live, by encouraging the expansion of art experiences in nontraditional spaces – creating vibrant, inspiring spaces that enrich our community.

**To achieve this, we will:**

1. Support place-based policy and programs that promote access to the arts in neighborhoods, communities, and public spaces
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
2. Support the activation of public spaces and nontraditional spaces with dynamic Creative Placemaking practices through innovative public and private partnerships
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
3. Provide essential Cultural Vibrancy Grants and Community Impact Grants to foster artistic expression in public realms.
  - a. *Start: FY26*
  - b. *Conclusion: Ongoing*
4. Support and cultivate creative clusters that include artist workspace, providing spaces for creation, collaboration and a place to showcase their work.
  - a. *Start: FY27*
  - b. *Conclusion: FY30*

**LONG TERM SUCCESS MEASURED BY:**

- Local planning and design policies and practices support increased investments in public art, creative placemaking, and cultural tourism.
- Placemaking: Arts and culture are used to enhance public spaces and create vibrant communities.
- Increase in funding for Cultural Vibrancy grants that support vibrant Main Streets and Municipalities

**Key KPIs & Implementation**

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1. Creative Placemaking (Goal 3.4)

- Strategy Timeline: FY26-Ongoing
- Measurement Start: FY26 (baseline with current data)
- FY26 Prep Work: Develop improved tracking questions for types of spaces, partnerships, and community engagement
- Infrastructure for exponential growth
- FY27+: Full tracking with improved system

2. Cultural Vibrancy Grants Program continued with additional funding