



FIVE-YEAR STRATEGIC PLAN

2016–2020

Vision:

We envision a state that values the impact of arts, humanities, and cultural sector on the quality of life in Utah.

Mission:

UCA is the voice of the arts, humanities, and cultural sector of Utah. We serve, empower, and strengthen this community through advocacy, professional development, and awareness.

Values:

Culture: We affirm that the arts, culture, and humanities are vital to a meaningful existence.

Integrity: We make responsible, ethical decisions and do what is best for our organizations and its members.

Diversity: We celebrate all people and viewpoints and support a culture of inclusion and access for all Utahns.

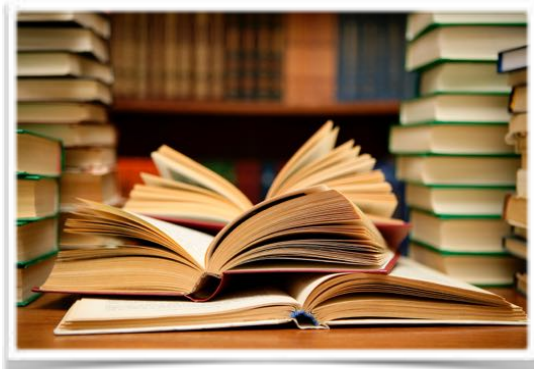
Executive Summary

The Utah Cultural Alliance (UCA) is at an important state in its history. For the first time since 1981, the organization is in a position to establish a strategic vision and adopt strategies to grow the influence and impact of the organization.

This plan was developed from a subcommittee of the UCA board and redeveloped our mission, vision, and value statements. Those statements served as guiding principles for the process.

The main focus of the committee was identifying activities and strategies surrounding the UCA mission that, in five years, will place the organization at the forefront of Utah's cultural issues.

The following pages outline the planned strategies identified in the UCA mission and how those mission objectives can be met.



Advocacy Strategy



Current Situation: UCA is currently the only arts-focused organization that advocates on behalf of the arts, humanities, and cultural sector in Utah. This was identified as the strongest benefit to our current member organizations.

Guiding Principle: We will make the advocacy focus of our organization an even more significant benefit to our members.

1. ESTABLISH A 501(C)4

- We will create a separate advocacy branch of UCA that will allow for activities including the endorsement of candidates, fundraising to directly support advocacy efforts, and overall increased activity of the advocacy portion of the organization.
- **Suggested Actions Timeline:**
 - Year 1: File paperwork to have an additional a 501(c)4
 - Year 1: Finish fundraising plans to fund 501 c(4) activities.
 - Year 1: Establish two separate UCA boards.
 - Year 2: Officially begin advocacy work under the 501c(4) with endorsing candidates.
 - Year 3: Be a central source of economic impact and other data important to advocacy.

2. ADVOCACY GOALS DURING AND FOLLOWING THE ESTABLISHMENT OF THE 501(C)4:

- Change STEM to STEAM statute
 - Create a STEAM/arts integration action center
 - Increase the budgets of Department of Heritage and Arts and its five divisions
 - Increase POPS and iSEE funding
 - Secure a permanent funding mechanism for the Arts and Business Alliance and/or establish a statewide RAP tax
 - Establish RAP tax in all counties
 - Increase appropriations for all UCA members
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Professional Development Strategy



Current Situation: UCA provides four to six free, professional development trainings for its members called Culture Bytes. Culture Bytes is well received and attracts approximately 30 attendees per event. Culture Bytes are held primarily in Salt Lake City and UCA recently partnered with the Salt Lake County Zoo, Arts & Parks program on Culture Bytes to eliminate duplication of services, which has resulted in increased attendance.

Guiding Principles: We will expand the impact of Culture Bytes beyond Salt Lake City to make UCA a truly "Utah" organization rather than just one focused solely on the Wasatch Front. Reevaluate the Culture Bytes format to ensure that all membership needs are met.

1. ENHANCE THE STATEWIDE REACH OF CULTURE BYTES

- Bringing Culture Bytes to more communities will likely increase our membership base while better serving those members outside the Wasatch Front.
- Increasing statewide reach fulfills UCA's mission as a statewide advocacy, professional development, and awareness organization.

2. REVISE FORMAT OF CULTURE BYTES

- The new format will be participant driven. Approximately half of Culture Bytes will be community conversation where all participants share ideas. The conversation will be led by an expert on the topic. Other Culture Bytes will be networking oriented activities
- Culture Bytes will be rotated between those directed to organizational members and individuals to serve everyone.

3. ACTIONS NEEDED:

- Begin Culture Bytes events outside Wasatch Front (started in 2015).
 - Year 1: Rotate future Culture Bytes between those directed to organizational members and individuals to serve everyone.
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- Year 1: 3-4 Culture Bytes in the standard format, the remaining in the new community conversation format
 - Year 1: Ensure at least one standard-format Culture Bytes is individual artist oriented. Have organizational and individual sub groups for community conversations.
 - Year 1: Establish Culture Bytes regional committees in communities outside of Salt Lake City.
 - Year 1: host 4 Culture Bytes outside of SLC
 - Year 2: Assess need and frequency of networking opportunities.
 - Year 3: Reexamine the state of Culture Bytes to ensure they are meeting member needs.
 - Year 5: Reexamine the state of Culture Bytes to ensure they are meeting member needs.
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Awareness Strategy



Current Situation: Despite its long and impactful history, UCA is not well known in the community as the leading arts advocacy organization. Similarly, the strategic planning committee does not believe that UCA's members know the full breadth of the work the organization does. The general public is also not aware of Utah's rich cultural, arts, and humanities sector.

Guiding Principle: We will increase our marketing/public relations efforts by establishing our organization as an information hub and resource center. UCA will also work to build general community awareness of the creative and cultural sector through outwardly focused awareness campaigns.

1. BECOME AN INFORMATION HUB

- By transforming ourselves into an organization that contains vital information about the Utah cultural community, the public, our members and legislators will begin to look to us as experts in the field.

2. ACTIONS NEEDED:

- Year 1: we will utilize and share information generated in advocacy and collective impact efforts to increase awareness efforts.
 - Year 2: Generate a digital annual "state of culture" report, which outlines the impact, significance and happenings of the arts, humanities and cultural sector in Utah. This would be distributed to our members and legislators.
 - Year 3: Increase fundraising efforts for a statewide awareness campaign.
 - Year 3: Create a Utah Culture Wiki that contains comprehensive information about the arts, humanities and cultural sector.
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- Year 3: With collective impact efforts, measure the true economic impact of Utah's creative and cultural sector.
- Year 4/5: Launch statewide awareness campaign.