



Strategic Plan

The Mission of the Flagler County Cultural Council is to advocate, support, and foster collaboration for the Arts and Humanities.

as completed with the assistance of



EXECUTIVE SERVICE CORPS
FLORIDA

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EXECUTIVE SUMMARY

In the summer of 2023, the Flagler County Cultural Council (FC3) engaged the services of Executive Service Corps-Florida to assist the organization in creating a three-year strategic plan. The information and recommendations in this Strategic Plan were obtained through the participation and collective wisdom of the Cultural Council's Board of Directors and Strategic Planning Committee, staff liaison support from the Tourist Development Council of Flagler County, community stakeholders, residents, and professionals working in arts, cultural and history focused fields throughout Flagler County. The time frame of the Strategic Plan is October 1, 2024-September 30, 2027.

The process included:

- informational meetings with the Board of Directors
- working sessions with FC3's Staff Liaison
- working sessions with the Strategic Planning Committee appointed by the Board of Directors to create a strategic plan
- confidential stakeholder interviews
- online surveys of county residents, nonprofit arts and cultural organizations, and professionals in the arts and humanities
- focus groups with county residents
- an Environmental Scan comprised of research from publicly available information and additional interviews with outside resources
- a SWOT Analysis
- periodic updates and check-ins by the Strategic Planning Committee to the Board of Directors
- Final Approval of the Strategic Plan by the Board of Directors at its June 21, 2024 Board Meeting

As a result of its deliberations about how the Council could play a unique and significant role in highlighting and supporting the County's arts, cultural, and heritage offerings to residents and visitors, the organization affirmed but restated its founding Mission and developed 3 Pillars and 5 Strategic Priorities for the 3-year timeframe:

The Mission Statement: The Mission of the Flagler County Cultural Council is to advocate, support and foster collaboration for the Arts and Humanities.

The Pillars and Strategic Priorities are:

1. **Pillar- Advocacy:** Present a strong, unified voice for the interests of the arts and humanities in Flagler County.

Strategic Priority: Maintain engagement with local and state officials.

2. **Pillar- Foster Collaboration:** Serve as the connecting entity to encourage arts and humanities partnerships in the community.

Strategic Priority: Be the trusted source for information, resources, and promotion of the arts and humanities in Flagler County.

3. **Pillar- Support:** Provide financial, promotional, and marketing support.

Strategic Priority 1: Establish a Granting Program.

Strategic Priority 2: Provide promotional and marketing support.

Strategic Priority 3: Award scholarships and sponsorships for arts and humanities education.

INTRODUCTION

The idea of a Cultural Council surfaced as the Flagler County Board of County Commissioners developed its strategic plan for FY 2023 through 2028. Members of the arts and humanities community—including those in performing and visual arts, historic preservation, and cultural celebration—expressed the desire to have an organization that would draw together individuals and organizations working in these areas.

Seeing this energy to focus on the arts as a positive opportunity to enrich the lives of residents and attract more visitors to the County, the Tourist Development Office (TDO) allocated \$45,000 in seed money to establish a 501(c)3 Cultural Council, and a Board of Directors was named and constituted. The newly named Flagler County Cultural Council (FC3) was designated as a Local Arts Agency (LAA) for Flagler. This award enabled it to seek funding from the State of Florida's Division of Arts and Culture to provide services, support, and programs for arts and cultural organizations and individuals in Flagler County. As part of its Service Agreement with the County, the Council Board also agreed to act as the countywide catalyst for the art and humanities industry, not only to enhance quality of life, but also to "act as a magnet for tourism and create economic impact by providing services and meeting expected deliverables per the Promotional Agreement with FCBC/TDO (Flagler County Board of County Commissioners/Tourist Development Office." The TDO also provided its Destination Development and Community Engagement Manager to staff the organization part-time in its formative years. Except for the loaned staff from the TDO, the organization is an all-volunteer effort. With seed money, loaned staff, and the LAA designation in hand, the Board began the work of actualizing a mission to build unity among member organizations, engage in advocacy and education in support of the arts and humanities, and seek out and provide resources to enrich the lives of its residents and visitors.

In the summer of 2023, the Flagler County Cultural Council (FC3) recognized that, although there was a mission on paper, moving from concept to execution was challenging for an all-volunteer organization trying to satisfy the varying priorities of multiple stakeholders. At this point, the idea of developing a strategic plan to give direction and focus to the Board took root.

To assist the FC3 in developing a 3-year Strategic Plan that would guide the organization's decision-making, focus, and tasks, Executive Service Corps- Florida was engaged to facilitate a process that would include:

- Conducting and reporting on the findings of a collection of relevant research, surveys, focus groups, and interviews to provide a context for a data-based SWOT Analysis to enable the Strategic Planning Committee to make informed decisions regarding where the FC3 stands at this moment in time and which direction it should take in the three years beginning in October 2024
- Guiding the Committee through a SWOT Analysis to determine how best to make an impact and produce unique and viable results for Flagler County
- Facilitating several on-site and virtual meetings throughout the process to provide a forum for the Committee to clarify findings, raise issues and discuss the realities of the current composition and funding for FC3 as it attempts to map out a realistic path forward.

This process has resulted in:

- Consensus around the mission of FC3
- Pillars and Strategic Priorities for the 3-year plan
- Measurable Goals aligned with the mission and priorities
- Year-1 Milestones for each Goal

MISSION AFFIRMATION

The FC3's founding Board of Directors developed a mission statement that it felt it could "work with" as it began creating an organizational structure, assembling volunteers, designing a website and informational materials, and producing events. That Mission Statement was:

"As the official Local Arts Agency (LAA) for Flagler County, our mission is to build unity among member organizations, engage in advocacy and education in support of the arts and humanities, promote arts, culture, and history in Flagler County, and to provide resources to enrich the lives of its residents and visitors."

During the data collection and reporting phase of the strategic planning process, Executive Service Corps recognized that there was confusion in the community about the purpose and mission of FC3. Some community members had very high expectations about the role FC3 would play; others had concerns that FC3 might compete with existing organizations and venues, yet others had a "wait and see" attitude.

As the Strategic Planning Committee reviewed the Data Set prepared by ESC, the input from the SWOT Analysis, and the many other formal and informal discussions that were held with the board and in the community, the Committee realized that the Mission was so broad that there was no clear consensus—not from the "community at large," not from the governmental and business sectors, not from the arts and culture community specifically, and not from the Board itself—about what role the FC3 could and should play in increasing the role of the arts, culture and history in advancing the quality of life in the community.

As a result, the Committee determined that a more precise definition of the Mission was needed, one that would fit within the parameters of the founding mission, focus the energy of internal stakeholders, state the impact FC3 sought to make, identify the primary beneficiaries of the FC3 and which of their needs FC3 wanted to address, and describe the kinds of products, services, and programming the FC3 intended to offer in pursuit of making a unique contribution and impact. The Committee agreed that their working understanding of the role, purpose, and focus of FC3 is:

- FC3 exists to make art, culture, and history an integral part of what residents and visitors like about Flagler County;
- The purpose of FC3 is to increase the quality, availability, and awareness of art, culture, and history organizations, venues, and activities in Flagler County;
- The primary beneficiaries of our service and activities will be artistic, cultural, and history-focused organizations, venues, and individuals located in the area

Further, to address the needs of those beneficiaries, FC3's activities, services, and products will:

- Make grants to organizations and individuals that meet criteria established by FC3
- Manage a centralized marketing and communications mechanism
- Develop FC3 Signature Events to showcase the work and programming of artists and organizations, and to promote tourism activities per the Service Agreement with FCBCC/TDO
- Promote volunteerism for the arts

The Committee presented this more focused purpose and mission to the Board of Directors and requested that a modified Mission Statement be adopted to reflect this approach. In June 2024, the Board approved the new Mission Statement, which is:

"The Mission of the Flagler County Cultural Council is to advocate, support, and foster collaboration for the Arts and Humanities."

PILLARS and STRATEGIC PRIORITIES

The newly restated Mission was a springboard to identifying the Pillars and Strategic Priorities that will establish the goals and drive the activities of FC3 in the 3-year Plan. The Pillars of Advocacy, Foster Collaboration, and Support make clear that the primary beneficiary of FC3's efforts will be the individuals and organizations that exist to bring to the larger community of residents and visitors more knowledge, interactive experience and enjoyment of the arts, history and cultural heritage of Flagler County. While FC3 may conduct much of its work in the public eye, it will be doing so not to self-promote but to promote the value of supporting and interacting with the arts and humanities-focused organizations and individuals in Flagler County.

Prior to completing a SWOT Analysis, the Strategic Planning Committee reviewed a Data Set compiled by Executive Service Corps- Florida. The Data Set gave the Committee and the Board a broad-based set of information that extended beyond current institutional knowledge and the individual observations and perspectives of current board members, staff, and volunteers. The "wider window" view provided a bigger picture of where to position the organization and how to build an action plan to achieve meaningful and relevant measurable outcomes. The Data Set presented was uniquely applicable to the Council. Included was data amassed from objective research on similar organizations in Florida, an electronic survey open to all residents of Flagler County, in-person focus group input, and in-depth interviews with stakeholders representing government entities, the business sector, community activists, arts community representatives, and FC3 Board Members. A copy of the Data Set is included in the Resources section of this report.

All Board Members were invited to join the Committee in completing the SWOT Analysis, the results of which are included in the Resource section of this report. The consolidated responses to the SWOT Analysis were presented to the Committee, and discussion followed regarding the

highest priority actions on which FC3 should focus its energy and resources to make a difference in Flagler County. The results of that discussion lead to the identification of 5 Strategic Priorities for the 3-year timeframe, one each under the Pillars Advocacy and Foster Collaboration and three under the Pillar Support.

The Strategic Priorities under each Pillar align with FC3's Mission and take into consideration the findings in the Data Set and the SWOT Analysis. They signify that for each of the Pillars, of all possible directions the FC3 could take during the 3-year time frame of the Plan, there are priorities that should be addressed first in order to begin making a valuable impact on behalf of the Arts and Culture community. The Strategic Priorities strongly suggest that the work that FC3 will focus on will not duplicate or compete with the efforts of existing arts and cultural organizations. Rather, it will enhance the efforts of individual organizations by magnifying the collective strengths of the Council's Members and developing responses to potential issues or problems.

As stated earlier in the Executive Summary of this report, the Pillars and Strategic Priorities are:

- **Pillar- Advocacy:** Present a strong, unified voice for the interests of the arts and humanities in Flagler County.
Strategic Priority: Maintain engagement with local and state officials.

- **Pillar- Foster Collaboration:** Serve as the connecting entity to encourage arts and humanities partnerships in the community.
Strategic Priority: Be the trusted source for information, resources, and promotion of the arts and humanities in Flagler County.

- **Pillar- Support:** Provide financial, promotional, and marketing support.
Strategic Priority 1: Establish a Granting Program.
Strategic Priority 2: Provide promotional and marketing support.
Strategic Priority 3: Award scholarships and sponsorships for arts and humanities education.

STRATEGIC GOALS AND YEAR-1 MILESTONES

Having settled on Strategic Priorities, the Committee's next task was to identify concrete 3-year goals the organization could achieve within each Priority. In the course of several meetings in Spring 2024, the Committee fleshed out a series of goals that, taken individually and together, would be the central focus of the work of FC3. As this is the first set of goals for a relatively new organization, there is no historical precedent to demonstrate at what level the Council will be able to execute. The challenge was setting reasonable expectations while accomplishing something to benefit the entire community, particularly the organizations and individuals who comprise the Council's membership. In addition, the Committee set a Year-1 Milestone for each goal to stipulate what would be accomplished by the end of the 1st first year.

The Committee's resulting goals and milestones adhere to the following criteria:

1. The goals/milestones relate specifically to the Strategic Priorities that were previously established
2. There is consensus in the Committee that the goals are significant, necessary, and befitting the Mission of the Council

3. The timeframe to achieve each goal is 2-3 years with a 1st year milestone
4. The goals/milestones are stated in terms that should be clear to anyone who reads them to avoid misunderstanding about whether or not a goal, as stated, is achieved.
5. The statement of each goal/milestone conforms to "SMART" Criteria. They are SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC, and TIMEBOUND.

FC3 Pillar – Advocacy

Present a strong, unified voice for the interests of the arts and humanities in Flagler County.

Strategic Priority: Maintain engagement with state and local officials

3-Year Goal: By September 30, 2027, Flagler County Cultural Council will have earned a reputation as the go-to authority and spokesperson for issues related to the arts and humanities in our County.

Year 1 Milestones: By September 30, 2025,

- ✓ Form an Advocacy Committee with defined roles and responsibilities, identified committee members, and a workplan for the coming year.
- ✓ Actively participate in State and local meetings that impact the arts and humanities.
- ✓ Increase board membership to include representatives from County Government and all 5 Municipal Governments.

FC3 Pillar – Foster Collaboration

Serve as the connecting entity to encourage arts & humanities partnerships (in the community).

Strategic Priority: Be the trusted source for information, resources, and promotion of the arts & humanities in Flagler County

3-Year Goal: By September 30, 2027, increase audience utilization by 25% year over year, based on metrics for the year ending September 30, 2025, as measured by events, website, social media, and calendar usage.

Year 1 Milestones: By September 30, 2025,

- ✓ Develop and distribute marketing materials to increase website and calendar use.
- ✓ Provide quarterly opportunities for collaboration and information sharing.
- ✓ Develop a new event to showcase local artists.

FC3 Pillar – Support

Provide financial, promotional, and marketing support.

Strategic Priority 1: Establish a granting program

3-Year Goal: By September 30, 2027, establish a portfolio of funding sources.

Year 1 Milestones: By September 30, 2025,

- ✓ Establish grant review committee.
- ✓ Identify perspective funding sources for grant application.
- ✓ Define grant criteria.

FC3 Pillar- Support (continued)

Strategic Priority 2: Provide promotional and marketing support.

3-Year Goal: By September 30, 2027, establish out-of-market/in-market advertising programs.

Year 1 Milestones: By September 30, 2025,

- ✓ Establish a marketing committee.
- ✓ Create a marketing plan.
- ✓ Execute 1-2 out-of-market campaigns.

Strategic Priority 3: Award scholarships and sponsorships for arts and humanities education.

3-Year Goal: Award \$45,000 in scholarships and sponsorships for arts and humanities education

Year 1 Milestones: By September 30, 2025,

- ✓ Establish a scholarship committee.
- ✓ Define criteria for FC3 scholarships.
- ✓ Create a 3-year plan for local funding of scholarships and sponsorships.

RECOMMENDATIONS FOR SUCCESSFUL EXECUTION

FOCUS ON MEMBERSHIP VALUE PROPOSITION: A shared vision between the Board of Directors and Members should drive the execution of the Council's strategy. The focus of Council's work--as expressed in its Mission--is to support a vibrant and thriving arts and cultural community. While not explicitly stated in the Strategic Plan's Pillars, Strategic Priorities, and Goals, the Council recognizes that the success of the next three years rests on its ability to continue building a collaborative relationship with that community. Enhancing the value proposition of the Membership Program--with programming that offers unique and high-quality services to the individuals and organizations comprising the arts and cultural community--is essential.

APPOINT A STRATEGIC PLAN IMPLEMENTATION COMMITTEE: In a largely volunteer organization, it can be easy to lose track of the day-to-day task fulfillment requirements of implementing a Strategic Plan. Appointing a Strategic Plan Implementation Committee is one way the Board can hold itself accountable for executing the plan. Not solely a harsh taskmaster, this committee can assist those board and committee members assigned with responsibilities in the Action Plan to stay on schedule and, if needed, help them revise plans, tasks, and/or timelines as circumstances inevitably occur that will require this.

DEVELOP A TRACKING MECHANISM TO COMPARE EXPECTATIONS TO OUTCOMES: Tracking the implementation of FC3's strategic plan is vital- it's the difference between your Plan being an actionable guide for FC3's growth and development or just another exercise that creates a report sitting on a shelf somewhere collecting dust. Executive Service Corps- Florida recommends making a tracking spreadsheet to assign ownership roles for each actionable item in FC3's Plan, with timelines and progress updates. In our experience, this can easily be done using a shared

document, like a Google Sheet, that responsible parties can readily access and update. To that end, we created a template for FC3 to use, a link to which you'll find in the resources section of this report- feel free to customize it to suit FC3's needs. Beyond creating the tracking spreadsheet, the FC3 Board should assign the Strategic Planning Committee the responsibility to keep it up to date, and the Board should review the Plan's implementation progress quarterly.

ENGAGE EXECUTIVE SERVICE CORPS- FLORIDA TO ASSIST IN IMPLEMENTATION PLANNING AND FOLLOW THROUGH: Completing a manageable Action Plan for Year 1, including assigning responsibilities and a timeline and then holding volunteer Board Members accountable for results, may require more effort than a Strategic Plan Implementation Committee may want to take on initially. ESC-FL envisions developing a 6-to-12-month retainer to continue to provide support until it's clear that implementation has taken root and the Implementation Committee can fully take over. Alternatively, perhaps there is an FC3 stakeholder who would volunteer a loaned executive with expertise in planning to take on this temporary role.

OVERVIEW OF THE IMPLEMENTATION PROCESS

Strategic plans need to be followed up by an implementation plan. The implementation process can be seen as a series of seven steps, outlined on the right. The Strategic Plan should be reviewed regularly and renewed annually, noting goals and milestones as they are reached. This process allows for revisiting the Plan as measurements, achievements and goals are executed, and for incorporating lessons learned.

1. For each Strategic Priority, develop Goal Statements that will express the outcomes desired by the Plan end date (09/30/2027) and Milestones for each Goal to be achieved by the end of FY 2025. COMPLETED: MAY, 2024
2. Create an Implementation/Action Plan for each Milestone identified.
3. Determine if additional funding is needed to support additional resource needs.
4. Find funding and allocate accordingly.
5. Implement Plans.
6. Periodically review progress against Plan commitments; adjust Plan as needed either to continue toward goal achievement or to change expectations.
7. Annually, at minimum, update Plan to incorporate new developments in the FC3 environment that present opportunities and/or threats that should be addressed in the coming year(s).

BEST PRACTICES FOR PLAN ACHIEVEMENT

Executive Service Corps- Florida offers FC3's Board the following recommendations as the next steps to implement its Strategic Plan. Implementing this Plan will require the support and involvement of the full Board of Directors.

To maintain focus on the Strategic Priorities and Goals, develop Implementation Plans that are realistic:

1. Congratulations! You have already created a set of Goals that clearly point to the achievements you want FC3 to reach by the end of the Plan. Additionally, you have written Milestones that declare the progress you believe you can make toward each Goal by September 30, 2025. Furthermore, you have presented your Plan to the Board of Directors and they have agreed that it fits into the Mission and gives direction to the organization for the next three years.
2. Your next step is to develop an Action Plan for each Milestone that sets out how you will execute to achieve the results/desired outcomes expressed in the Milestone.

There is an Action Plan template attached to this Plan, but you may have other similar formats available to you electronically that you would prefer to use. Whatever format you choose, the key components of your Action Plan will include:

- A. Include current/ongoing tasks/projects if they directly relate to accomplishing a milestone but need to be modified in some way to assure the achievement of the milestone.
- B. Include any new tasks/projects that will need to be undertaken.
- C. Identify a Success Measure for each task/project. A Success Measure is a product/outcome that indicates achievement of the task/project. For example, one of the Year 1 Milestones for your Advocacy Goal is to "actively participate in State and local meetings that impact the arts and humanities." Early in the year you probably won't know all of the meetings that FC3 representatives should attend, but you might want to set a target number of State and local meetings, or perhaps there are a few specific meetings that you already know about that you want to be sure to attend. Identifying those would be a SUCCESS MEASURE that would indicate that you achieved this particular Milestone.
- D. Everything doesn't have to start at the same time. Tier the work both to acknowledge resource/staffing realities and to enable those projects that build upon others to occur on a logical timeline.
- E. Assign a Task Manager who will be responsible for the completion of the task, even if she/he isn't the (only) person who will do the work. Be as specific as possible, either naming the Board Member, volunteer or staff who will oversee the task, or putting that person's "job title" in if the role has not yet been filled (e.g., Marketing Committee Chairperson)
- F. The Status Column allows an update on where the Task/Project is in relation to the expected outcome, timeframe, quality. This column communicates succinctly if everything is OK or adjustments need to be made.
- G. Appoint a Milestone Oversight Coordinator responsible for keeping all the Milestone wheels in motion. This is the person who sees the bigger picture of how all the pieces fit together and solves problems at that level. If it makes sense to assign ownership for a

Milestone to the Board this responsibility could be assigned to a specific Board Member or to the Board Strategic Plan Implementation Committee.

- H. Be realistic about resource requirements as you build out the Action Plan. Evaluate the resource requirements for each Project/Task and make note of them. Determine whether you need to dial back some of the Milestones and/or Action Plans, or where you need to re-deploy staff, volunteers and/or resources. If you know you can't realistically accomplish an Action Plan in the time allotted and/or to the degree allotted because there aren't enough funds to pay for additional work hours, additional technology, additional outside consultants, etc., it's better to change expectations early on to avoid frustration, or even worse, disastrous consequences either in the current core business or in the implementation of the Plan itself.
5. Celebrate the successes, acknowledge the shortcomings, change what can be changed, and keep marching forward!
- A. Make the Board, Staff, Members, other community stakeholders, and volunteers aware early on of the Strategic Plan and how their work fits into the realization of something beyond today.
 - B. Develop a one or two-page marketing piece as a collateral communication to inform stakeholders and the community at large about your Strategic Plan.
 - C. Communicate regularly to the full Board, Membership and Staff regarding the progress you are making toward the Milestones. This builds in an accountability habit and recognizes the good work that is being done and how important it is to the whole.

RESOURCES

[Data Set Report](#): Environmental Scan, Stakeholder Interview Summary, Focus Groups, and Survey Results

[SWOT Analysis](#) (consolidated responses)

[Strategic Plan Tracking Template](#): Note: a link to this tool is currently on the ESC-FL Google Drive. Please download a copy and upload it to an FC3 shared drive.

[Action Plan Template](#)

Click on each resource above to take you directly to the resource.



Flagler County Cultural Council (FC3) Strategic Plan Data Set Report

as compiled by



EXECUTIVE SERVICE CORPS
FLORIDA

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Introduction

At the heart of every organization's desire in undertaking a strategic planning process is to identify a meaningful and relevant set of measurable outcomes to achieve by the conclusion of the plan's timeframe. To have a broad-based set of data that goes beyond current institutional knowledge and the individual observations and perspectives of current board members, staff and volunteers offers a wider window from which to determine where to position the organization and how to build an action plan that will lead to successful achievement of those goals.

The Data Set presented here is uniquely relevant to the Flagler County Cultural Council as it identifies what impact it intends to make in the next three years and its plans for achieving that impact. It includes data amassed from objective research on similar organizations in Florida, an electronic survey open to all residents of Flagler County (and some from outside the county), in-person focus group input, and in-depth interviews with stakeholders representing government entities, the business sector, community activists, arts community representatives, and FC3 Board Members.

Environmental Scan

An external environmental scan is an integral component of the strategic planning process. It provides information on factors that will affect the organization's future performance. This foundational document will provide seed material for establishing a robust, well-thought-out SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats), which in turn assists in the development of the strategic priorities for your organization.

The Environmental Scan report for the FC3 is organized into two sections:

- The Flagler County Community
- Peer and Aspirational Florida Counties

The Flagler County Community

Flagler County was founded in 1917 and is made up of 5 cities and towns: Palm Coast (with the largest population), Bunnell (with the largest area), Flagler Beach, Marineland, and Beverly Beach, with roughly 116,000 residents over 570 square miles plus unincorporated areas.

The five incorporated municipalities cover 85% of residents and 48% of its area. The county is home to more than 40 parks and preserves as well as 90+ miles of trails with coquina beaches, freshwater lakes, undeveloped forested acreage and swamps. The top economic sectors include Tourism, Retail, Healthcare, Administrative, Construction, and Educational Services. Agriculture and cattle farming also contribute to the gross regional product.

Flagler County had fewer than 11,000 residents in 1980 but experienced rapid growth in the 80s, 90s and 00s expanding to almost 50,000 residents in 2000 and more than 95,000 in 2010.

In the 2020 census, the county had over 115,000 residents across roughly 45,500 households. Projections estimate the county's population rising to 128,000 by 2025, and to 167,000 by 2045.

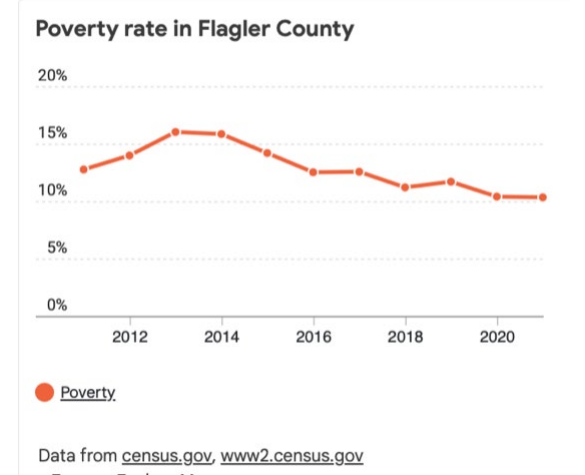
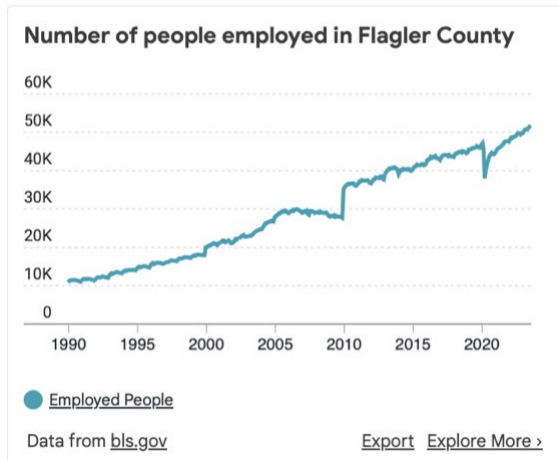
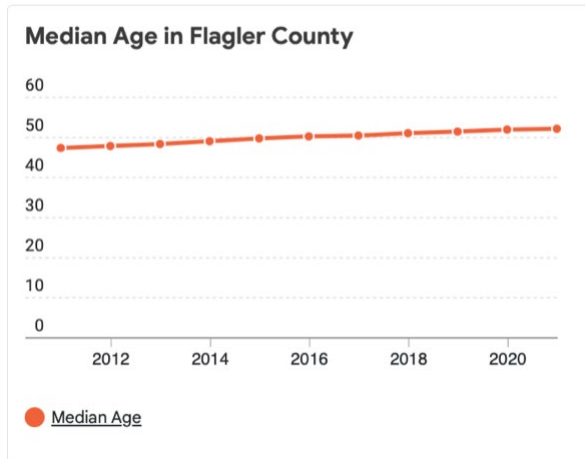
Census		
Census	Population	% Growth
1920	2,442	
1930	2,466	1%
1940	3,008	22%
1950	3,367	12%
1960	4,566	36%
1970	4,454	-2%
1980	10,913	145%
1990	28,701	163%
2000	49,832	74%
2010	95,696	92%
2020	115,378	21%

The population has a median age of 51.8. Ten years ago, 19 percent of Flagler’s population was 18 or younger, while 24 percent was 65 or over. By 2019, just 16.9 percent of the population was 18 or younger, while the 65-and-over proportion had grown sharply to 30.7 percent. This is a significant shift for a smaller county. The county is home to about 10,000 veterans. About 12% of residents were born outside the US but US Citizenship is well over 90%.

The county is roughly 75% White, 11% Hispanic or Latino and 9% Black or African American with a median household income of \$57,536. In 2020, the median property value in Flagler County was \$232,700, and the homeownership rate was 76.5% and average car ownership is 2 cars per household. 93% of residents own a computer and 78% have broadband internet access. More than 85% of residents have health insurance. 10% of residents fall below the poverty line as compared to 15% seen in Miami or 12.5% in Sarasota and West Palm Beach.

Flagler County Public Schools enroll approximately 13,000 students across two high schools, five elementary schools and two middle schools that are highly rated by Niche. The largest universities in Flagler County, FL are Flagler Technical College (114 degrees awarded in 2021). More than 92% of residents have a high school degree but only 27% have a college degree.

Flagler is home to about 2,500 businesses and a labor force of roughly 50,000. The area is experiencing a rise in Health Care companies, such as Advent Health, looking to support the aging population.





Flagler

County

Highlights

- ✓ In Flagler County, the sector generated \$4.7 million in economic activity during 2022—\$2.8 million in spending by arts and culture organizations and an additional \$1.9 million in event-related expenditures by their audiences.
- ✓ That economic activity supported 90 jobs, provided \$4.9 million in personal income to residents, and generated \$1.7 million in tax revenue to local, state, and federal governments.
- ✓ Nonprofit arts and culture organizations are businesses. They employ people locally, purchase supplies and services from nearby businesses, and engage in the marketing and promotion of their cities and regions.
- ✓ Overall, in Flagler County, attendees spend \$38.29 per person per event, beyond the cost of admission.
- ✓ Arts and culture strengthen the visitor economy. In Flagler County, 31.5% of attendees are nonlocal visitors who traveled from outside Flagler County; they spend an average of \$59.19.
- ✓ 64.1% of nonlocal attendees reported that the primary purpose of their visit was specifically to attend the performance, event, exhibit, venue, or facility where they were surveyed.

Peer and Aspirational Florida Communities

To understand how other similar and aspirational counties have decided to establish, manage, and grow their Art, Cultural and Historical Councils, we completed an analysis of Hernando, Marion and Sarasota Counties. To aid your understanding, below are some comparative data points of these counties.

2020 Data	Population	Median Age	Growth Rate	Diversity	Median Income
Flagler County	115,378	51.8	21.0%	26.2%	28,000
Hernando County	194,515	47.3	12.6%	11.4%	25,692
Marion County	375,908	48.7	13.5%	32.5%	25,344
Sarasota County	434,006	56.6	14.4%	19.43%	32,535

Flagler County has the smallest population across the counties we reviewed but the highest growth rates. The population is older on average with retirees as the fastest growing portion of this growth

We also reviewed the results of the Arts and Economic Prosperity 6th National Study (AEP-6) and reviewed many of the not-for-profit entities in Flagler County that are members of FC3, as provided by the council (*see Appendix on Page 27 for the External Environmental Scan Data Spreadsheet*). Several themes emerged from these reviews.

Clear Mission and Brand

The counties reviewed have a documented mission that allows them to focus on success. They have also developed a brand that supports this mission. They have been consistent with that brand, especially in their formative years, from the events and groups they sponsor to how they name events and activities. For example, Hernando County Fine Arts Council's mission is below:

Our mission is to encourage, promote, and support all the creative arts in Hernando County and to provide a means to showcase the arts. Through advocacy, engagement, education, and art-inspired programs and events, we work to fulfill this mission. We are dedicated to providing accessible opportunities that invite art into the lives of Hernando County residents and visitors.

Hernando County Fine Arts Council started as an artist-based league in 1982 and formally founded as a council in 1987, this all volunteer led organization has remained focused on showcasing Fine Arts. Their major fundraising event is Art in the Park, a juried art show, that receives grants and donations to support the council's activities.

The Hernando County Fine Arts Council has sponsored other events in partnership with the community such as Art on Fire (painting fire hydrants in partnership with the fire department), Art Mark (bringing affordable summer art classes), Art and Wine Stroll (showcasing over 15 local artists), and Art Everywhere (partnering with local businesses to bring displays of art into the community for public viewing).

The council offers Community Art grants to organizations that encourage art appreciation, and their Arts in Education Grant program offers grants to certified visual or performing arts teachers delivering arts experiences to students in Hernando County. They have an online directory, Art Opportunities and Directory, promoted across their platforms to help artists and art related businesses find customers. What stands out is each initiative, grant, and activity falls under a documented purpose that ties back to their mission, goals and strategic plan. Their annual report lists each planned goal, the leaders assigned to that goal and the activities and accomplishments that supported them. An example is shown below:



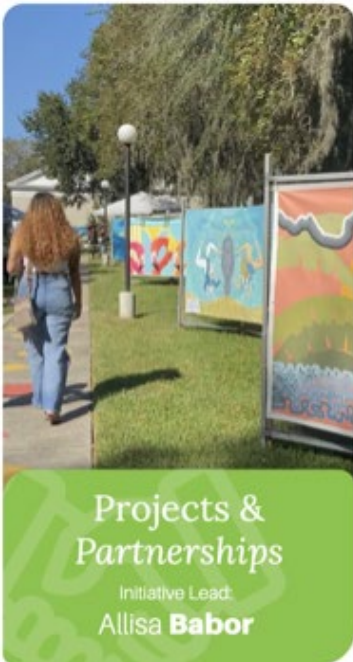
Purpose

To expand our financial resources to fund programs that promote the arts and improve our capability, sustainability, and efficiency as an organization

Accomplishments

- The 37th Annual Art in the Park was held the second weekend of March 2022. We launched the Children’s Experience to inspire creativity for kids ages 3— 11 and this was made possible by the participation of more than 30 local nonprofits. To bolster attendance, the 38th Annual Art in the Park plans to add more interactive components like mural creation and a live glass-blowing demonstration. Additional sponsorship levels were added as well.
- Grant writer Dr. Lori Romano is under contract to provide support for future grant opportunities.
- HCFAC received a \$22,300 Culture Build’s Florida grant from the Florida Division of Arts and Culture to support Art in the Park and a \$15,000 grant from the Cornelia T. Bailey Foundation for Art Mark.

Several fundraising ideas in addition to events are being explored for 2023: improving our donate page, setting up an annual gifting program, exploring an online fundraising activity, and updating our donation opportunities to include individuals who want to support our mission and provide a stable income stream.



Purpose

To create and promote opportunities to experience and appreciate the arts across Hernando County.

Accomplishments

- **Art in the Park 2022:** The 2022 festival included a juried art show, a new registration system (ZAPP), increased prize money, an expanded children’s section, the student art show, a better location for the main stage, and new sponsorship offerings. Despite experiencing a tornado and a freeze on the first day of the festival, Sunday was beautiful, and we had a great turnout.
- **Art Everywhere,** a collaboration among local artists, the Arts Council, the Hernando County Chamber of Commerce, and businesses in Hernando County, was launched in 2021. The program made significant strides in 2022 with five installations and more than 24 pieces of art placed across the county. SenOIH Glass, our first partner, is displaying glasswork at



Defined Beneficiaries

Another hallmark of these counties is having a defined groups they support and serve. While many groups benefit from their programs and activities, they understand and make decisions based on their target beneficiaries. Marion County is a good example of this level of focus.

The Marion Cultural Alliance's (MCA) was established in 2001. Their mission is to champion, convene, and create opportunities for artists and arts organizations. MCA supports activities relating to the arts, historical and scientific museums, and specific education through grants, advocacy, fundraising, and partnerships. While residents, local businesses, and tourists also clearly benefit from the \$1.5M in grants and cultural endowment of \$900,000, the funding is focused on developing the talents of artists and supporting them in turning their art into a sustainable business.

MCA's initial project was 'Horse Fever' in 2001. 53 artists designed and installed hand-painted horses. The herd was displayed throughout the Ocala area. A side benefit of showcasing these artists was enhanced recognition for the county in the arts community and revenue. The popularity of this installation allowed the MCA to create memorabilia such as posters, mugs, a commemorative book, and miniature statues as well as a traveling cross-country event. In 2011, to commemorate the Horse Fever's 10th year anniversary, MCA created a new herd featuring 31 new artists' designs.

To further support artists, artwork is on rotating display at the MCA dedicated location, The Brick Gallery. They also host ARTober Fest, an annual event with 30 community hosts/sponsors. Their 'Applaud the Arts Gala' is sponsored by two local Health Institutes and celebrates cultural Grant and Art award recipients. During COVID, they hosted a free informational meeting about low-cost, no-cost ways to market their art business or event to visitors.

MCA partners with the CEP to host bi-annual workshops for ARTrepreneurs titled "How to Make Your Art Your Business." They offer grants to ARTists, providing opportunities in their field. Their 'PARTnerships' helps build the capacity of individual artists and arts, cultural, scientific, and historical non-profit organizations. Artist pARTnerships include invitations to workshops, exhibit opportunities, and an online portal. The MCA website has an entire section detailing helpful information for artists. (see below).



mca
marion cultural alliance

THE MCA EXPERIENCE PRESENTS:

Public Art and Mural Jobs

Everything you need to know

Thursday, March 30
5-6:30pm

The Brick City Center for the Arts
23 SW Broadway Street
Ocala, FL 34470

Artists will learn how to apply, plan, and execute public art and murals. Attendees will also learn the city rules around public art and how a business may commission them. Q&A at the end.

Speakers: David Carmack Lewis (Muralist), Leslie Nottingham (Ocala's Cultural Arts Division), Jordan Shapot (Muralist)



mca
marion cultural alliance

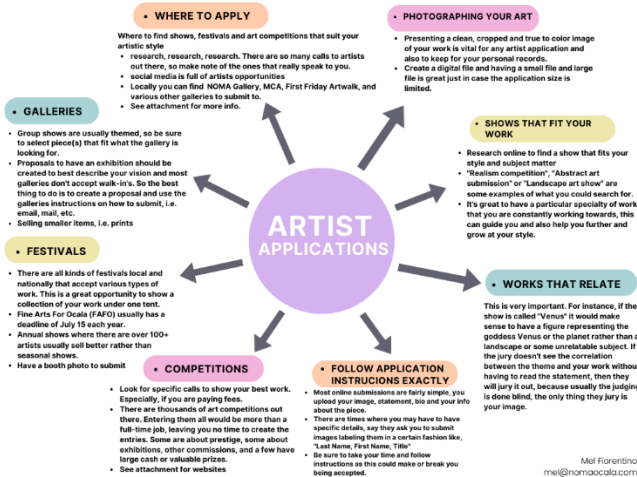
THE MCA EXPERIENCE PRESENTS:

TIPS AND TRICKS FOR FILLING OUT ART APPLICATIONS

Learn where and how to apply for art gallery shows, art festivals, art residencies, and more. Get the best tips and tricks from local professionals on how to make your application stand out, and what not to do when applying. Light refreshments served. Free event. RSVP required.

Tuesday, May 23 | 5-6:30pm

The Brick City Center for the Arts
23 SW Broadway Street Ocala, FL 34471
RSVP at mcaocala.org



CALLS TO ARTISTS RESOURCES

WEBSITES

- callforentry.org
- artcall.org
- theartguide.com/calls-for-artists
- theartist.com/category/calls-for-submissions
- enrything.com/fortartists-calls

WHAT THEY LIST

- competitions, online and gallery calls to artists, grants, pop up shows
- competitions, online and gallery calls to artists, grants, pop up shows
- always updated calls to artists from various websites, filtered by closest deadline
- list of calls, grants, mural opportunities, gallery shows
- competitions, online and gallery calls to artists, grants, pop up shows

Tips when researching:

- use keywords for the genre/type of your work to help narrow down the search, i.e. photography, figurative, abstract, landscape, drawing, oil painting, watercolor
- before entering make sure to see if it's a physical show or an online show (there are tons of online galleries since the pandemic hit)
- Check to see if there is a fee, you can always use the filters that are available to check
- Be wary before investing time and resources into applying if there's no way of verifying the identity or reputation of someone claiming to run an open call for a competition, exhibition, etc.
- You come across an open call that sounds interesting, but there doesn't seem to be any detailed information available. You can't find a website, and/or there's nothing concrete about where they are located, who they are, or what they do, so don't jump on it till you know for sure
- Look up the gallery/festival before you commit to the show
- Have some of your artworks in mind when researching, you may find the perfect fit.

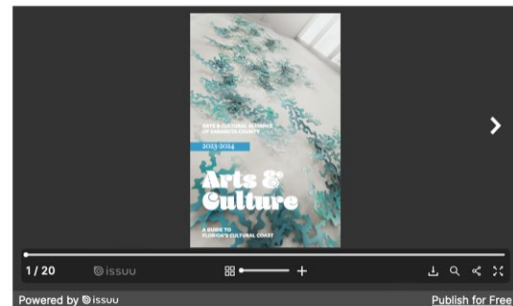
Mail Fiorentino
mf@nomacola.com

The Arts and Cultural Alliance of Sarasota County calls themselves 'Your source for Arts and Culture'. Their robust arts offerings are impressive even given their larger size. They developed the first county-wide arts strategic plan and have granted \$26 million dollars since 1986. Their "Arts Day" Festival has over 1000 volunteers and 30,000 in the audience. With so much going on, they keep a detailed calendar of all art and cultural events with an easy approach to submissions from their website homepage. They offer sort, filter, and search capabilities on the calendar to narrow the hundreds of entries. In addition to a regular newsletter, they also post and send video updates to engage the younger generation.

This Month: **November 2023** ▾

MON	TUE	WED	THU	FRI	SAT	SUN
30	31	1	2	3	4	5
Open Company Class at Sarasota Contemporary Dance Co Absolute Beginner Salsa Co Jammin Salsa SquaresOne Exhibition Reproduction - DANCING IN THE MOMENT Once On This Island The Adams Family The Sound Inside Pickleball 1:00 pm - 6:00 pm Open Studio Contemporary Art at Sarasota Contemporary Dance 1:30 pm - 6:30 pm All Levels Tap at Sarasota Contemporary Dance 2:30 pm All Levels Afro Fusion 3:00 pm - 8:00 pm Mike A. Acosta - art 2023 + 2 More	11:15 am - 12:30 pm Open Studio Contemporary Art at Sarasota Contemporary Dance 12:00 pm - 6:00 pm Open Studio Contemporary Dance 2:00 pm - 3:00 pm Book Club - Art Center 4:00 pm - 7:00 pm Meeting & Mix 5:00 pm - 8:00 pm Tap on the Roof 7:00 pm - 9:00 pm Cello: Theater, Odyssey + 2 More	5:30 pm - 6:30 pm Beginner Jazz at Sarasota Contemporary Dance 6:00 pm - 7:30 pm Reggae Contemporary Showcase at Sarasota Contemporary Dance 7:30 pm Innovation at Sarasota Contemporary Dance 8:00 pm - 1:00 pm Beginner Contemporary Dance at Sarasota Contemporary Dance 9:00 pm - 8:00 pm Tap on the Roof 7:00 pm - 9:00 pm Cello: Theater, Odyssey + 2 More	7:00 am - 8:00 pm In-Studio Series SCDE Fall Performance 11:00 pm - 1:00 pm Artist Series Concert: The Chapel Phoenix featuring Matthew Graybill, piano 12:00 pm - 1:00 pm Beginner Contemporary Dance at Sarasota Contemporary Dance 1:30 pm - 6:30 pm In-Studio Series SCDE Fall Performance 2:30 pm - 8:00 pm Real Time at Sarasota Contemporary Dance 3:00 pm - 8:00 pm First Friday Art Walk on Palm Ave 7:00 pm - 8:00 pm Tap on the Roof + 3 More	7:00 am - 8:00 pm In-Studio Series SCDE Fall Performance 8:00 am - 9:00 pm Drag Dancing & The queer Tunes of Friday, Nov. 3, 8 p.m. Closure event at 7 p.m. 11:00 am - 12:30 pm A Field for the Eyes 11:00 am - 6:00 pm Real Time at Sarasota Contemporary Dance 11:00 pm - 8:00 pm First Friday Art Walk on Palm Ave Festival of the Seasons + 8 More	9:00 am - 9:55 am Arts Sampler at Sarasota Contemporary Dance 10:30 am - 12:30 pm Edin College Historical Cruise 11:00 am - 1:00 pm Sunday Funky 1:30 pm - 4:10 pm Sunday Funky 2:00 pm - 3:30 pm Tap on the Roof + 1 More	
6	7	8	9	10	11	12

Welcome to Sarasota County, Florida's Cultural Coast. We hope this year's guide will serve as informational, but also inspirational. Enjoy!



Paid for in part by Sarasota County Tourist Development Tax Revenues.

Hernando County, Fine Arts Council, has strong communication and presence for its size. They have a three-person social media team of volunteers that grew their number of posts in 2022 by 60%. Much of their content features new public art programs, reshapes of posts from local community art/culture groups, and the utilization of Facebook events to advertise upcoming activities.

The Arts Council promotes the Art Directory of local artists through their various social media channels. Additionally, the Arts Council has persistently enriched its online "Art Opportunities" section, providing



resources, grants, vendor gatherings, exhibitions, and invitations for artists in Hernando County. On average, the Council posts between 3 to 5 opportunities per month.

Apart from their social media efforts, the Hernando County Arts Council initiated a monthly newsletter in August 2022, featuring a monthly Art Events Calendar. Local arts organizations now have the option to directly submit art-related events to this calendar, request complimentary social media exposure, and be featured in the monthly newsletter. On average, they include approximately 15 events in the calendar each month and showcase 5–10 art highlights in the newsletter.

Lastly, council members have been provided with official Council email addresses to enhance content management and preserve records more effectively. This also allows them to use these emails to promote local events in a more professional manner, utilizing their individual connections and resources throughout the community.

Powerful Advocacy

A key element of Marion Cultural Alliance's mission is supporting local arts organizations with direct funding. The Cultural Endowment Fund was established in 2001 and initially funded with proceeds from their Horse Fever initiative. The Fund provides direct support to Ocala/Marion County's nonprofit arts organizations for programming, equipment, and initiatives. These dollars have supported more than 125 arts initiatives within the creative community, resulting in the enhancement and expansion of their programming, in turn, enriching their community's quality of life. In addition, they have multiple other annual grants such as the Korzenny Grant for Arts Educators and the 4 Friends Grant to provide flexibility for grants outside the annual cycle. They have also added several annual grants for performing arts; The Laurie D. Reeder Grant for Performing Arts, The Nancy A. Atkinson Grant for Music, and The Megan Boone Grants for the Performing Arts.

Hernando County has a compelling visual on their website encouraging people to get involved.

The Sarasota Arts and Cultural Alliance takes advocacy one step further. They help people learn how to effectively engage in arts advocacy. They provide access to advocacy alerts, candidate forums, and legislative updates, as they collaborate with partners at local, state, and federal levels to understand the impact of policy and funding decisions on the arts and culture sector.

In Sarasota, various groups champion arts education on different levels and it is emphasized that strong arts education ensures a vibrant future for the arts. To bolster advocacy efforts, they drive comprehensive research to illustrate the benefits of a thriving arts community, including economic prosperity.



We need your help

We are continuously working to create new art-related experiences, opportunities, and resources for artists and lovers of the arts. To do so, we need your generous support.

Donate

Consider donating to directly support our programs and art offerings. Consider monetary gifts or gifts of art or in-kind donations for services and support that you or your business organization may provide. Your funds will allow us to continue to fulfill our mission. Most importantly, through your contributions, you have the opportunity to transform the lives of artists, residents, and visitors of Hernando County by helping shape and support our art community.

Volunteer

Show your support for Hernando County Fine Arts Council by advocating for all that we do! You can do this by following us on social media and signing up for our newsletters, as well as sharing and liking our content on Facebook and Instagram. Help us grow public awareness by mobilizing friends, families, and community members to get involved with our programs, events, and partnerships, and recommend our services to artists and art-related businesses. Encourage others to become patrons in the arts!

Advocate

Show your support for Hernando County Fine Arts Council by advocating for all that we do! You can do this by following us on social media and signing up for our newsletters, as well as sharing and liking our content on Facebook and Instagram. Help us grow public awareness by mobilizing friends, families, and community members to get involved with our programs, events, and partnerships, and recommend our services to artists and art-related businesses. Encourage others to become patrons in the arts!

The Hernando County Fine Arts Council needs you.
www.hernandoarts.org



They understand, to truly make a difference, strength in numbers is required, as policymakers are inundated with issues. Furthermore, understanding the decision-making process, attending public meetings, and establishing relationships with policymakers is essential for effective advocacy. Their core approach is below:

✓ **Know the Issues**

[Join the Alliance](#) to receive advocacy alerts and invitations to candidate forums and legislative updates. The Alliance works with partners at the local, state, and federal level to understand the impact of policy and funding decisions on the arts and culture sector. We are fortunate to have the [Florida Cultural Alliance](#) – a nonprofit that monitors policy and funding proposals in the Florida Legislature and [analyzes their impact for arts and culture](#).

✓ **Arts Education**

Strong arts education ensures that we have future audiences, artists, and creative citizens. Advocacy issues and actions have a different, specialized focus. Sarasota has several groups that advocate and support arts education at the local, state, and national levels.

✓ **Be Armed With The Facts**

The heavy lifting has been done. There is research on almost every aspect of the arts – the economic impact, the community impact, tourist appeal, and educational advantages. Research, economic analysis, books, articles ... evidence of the advantages to living in a strong arts community.

An important new study by Americans for the Arts quantifies the [economic prosperity](#) of the arts in Sarasota County and in the Sarasota/Manatee Region.

✓ **Strength in numbers**

Policymakers deal with hundreds of issues and competing positions. Many voices presenting a consistent, targeted, actionable message are required to be heard amid the din. It is important to engage with the Alliance and other organizations that monitor policy and budget actions, analyze their impact, and recommend action. The Alliance is part of a [network of partners at the local, state, and federal level](#).

✓ **Learn the Ropes**

Understand how and when decisions are made. Advocacy is a year-round job. One email, phone call or impassioned letter from an unknown person delivered just before a crucial vote will likely have no impact. Getting to know the policy makers and letting them know you, your organization, and [your work creates a context for communication and positions regarding policy](#).

✓ **Show Up**

Attend school board meetings, city and county commission meetings as an observer. These meetings are public; meeting times and locations are published. Sitting in on a few meetings will familiarize you with the players, the issues and the procedures. Visit your state and federal elected officials in their district office – prepare before you go. [See the checklist HERE](#).

Key Takeaways

Flagler County has tremendous potential to bring benefits to the county, its growing population, and its local artists and cultural and historical advocates through the Flagler County Cultural Council. The Armory should consider their target market in lieu of the changing demographics and focus offerings to this group.

Questions for the Committee's Consideration

1. What is our mission and brand? Is it clear and easily understood by residents and artists/historian? Does it provide a unique service?
2. Who is the target beneficiary of the FC3: residents, artists, business owners, tourism? While many groups may ultimately benefit from the work – who is the focus?
3. Are we communicating to our audiences in the manner they expect and consume? Are our communications clear, consistent and easy to locate?
4. Are we acting as a true advocate for our targeted beneficiaries? Do we understand what they need and what they want?
5. The council has the benefit of looking to their neighboring counties' successes and approaches when defining their strategic plans and focus areas while keeping in mind their unique differences.

Stakeholder Interviews

Executive Summary

In September and October 2023, Executive Service Corps Florida Senior Consultants conducted interviews with 20 stakeholders as part of the Flagler Council Cultural Council strategic planning process.

The purpose of the interviews was to provide data to the Strategic Planning Committee on the perspectives of community leaders, influencers, and activists about 1) the role the FC3 currently plays in the community as well as a forward look at what role it might and should play in the community, and 2) suggestions for specific goals, objectives, and projects to undertake during the 3-year time frame of the Strategic Plan.

The stakeholders were identified by FC3 to be interviewed in an extensive one-to-one discussion. Stakeholders were selected from the arts community, business sector, county and city government, and the Council's Board. The interviews were conducted by phone or Zoom and were each approximately an hour in length. Discussions were confidential to enable the interviewees to express their views candidly. The interviewees were generous with their time, engaged, thoughtful, and open.

Most significantly, they were all genuinely interested in the Council's opportunity to make an impact and hopeful that the time was ripe for the organization to do so. Some of the key take-aways are:

- There was a surprising lack of understanding with regard to the Council's current role;
- There were very few thematic commonalities that provide a clear "mandate" for the Council going forward;
- There were opposing viewpoints on whether the Council should be the driving force for building another Performing Arts Center;
- There was no clear direction or unanimous voice on what the Council should do; however, all the suggestions presented indicated a desire to "fill a gap" that now exists, including:
 - ✓ Maximize funding to the arts community by receiving and granting funds via the LAA designation.
 - ✓ Act as a comprehensive branding, marketing, and communications vehicle to effectively shine a light on Flagler County's arts related organizations, venues, events, and programming.
 - ✓ Organize and manage a collaborative membership organization that helps increase the traffic of residents and visitors into Flagler County's arts related venues and events.

Based on the areas explored and the responses given, stakeholder input fell into 5 major categories:

1. Awareness of the Council's current focus
2. What the Council's future focus should be
3. Key goals the Council should set for the first 3 years
4. Key objectives the Council should achieve in the first year
5. Advice from the stakeholders for moving forward

The following content is a summary of the stakeholders' comments rather than a set of recommendations for the Council from Executive Service Corps. As indicated above, these are not major themes, but rather an assemblage of the ideas expressed.

Awareness of the Council's Current Focus

- Generally, there is a lack of clarity about what the Council's mission is today
- The interplay between existing nonprofits and the Council is not clear: Is it an umbrella for all the arts organizations to come together? If so, for what purpose?
- Some, in particular some of those in government, are certain that the role of the Council is create "bricks and mortar" spaces/venues for art
- Some are certain that creating bricks and mortar spaces are NOT its role
- Generally, the current initiative to develop a Strategic Plan that defines purpose/vision and sets measurable goals is seen as a positive step toward creating an identity.

The Role the Council Might Play Going Forward

- **Funder** of projects that can have a measurable, beneficial economic impact for the County by increasing traffic not only to arts, cultural and historical venue and events, but also to other community businesses
 - ✓ County officials in particular were focused on the arts as driver of economic growth
- **Convener** of arts organizations and advocates (ala Chamber of Commerce model) to raise awareness of arts-centered venues, programming and events, to develop collaborative arts-centered projects, and to support initiatives that increase both resident and visitor interactions with arts-related programming
- **Advocate** for the presence of arts, culture, and history projects, programming, and venues with a vision and voice of significant influence in the community
- **Fundraiser** and advocate for art spaces, public art, art that draws visitors and residents alike to increase the economic health of the county, to attract new businesses and residents,
- **Marketing and Communications** "device" for publicizing arts, cultural, and history-related events, programming, offerings, venues, and volunteer opportunities to a broader audience than individual organizations do themselves
- **"Sponsor/Driver"** of significant events yearly that showcase a variety of art, cultural, historical organizations and/or themes.

Impact the Council Could Make in Flagler County

- Increased economic development for community businesses that arts patrons will access while visiting the areas where arts programming occurs
- Increased opportunities for residents and visitors to experience the arts as makers, viewers, learners, and volunteers
- Increased revenues and attendance at arts organizations, venues and events

How Should the Council Measure Success?

- Identify Current Metrics and Establish and Meet Annual Growth Targets in:
 - ✓ Increased membership in FC3, including a mix of arts organizations, corporate sponsorships, and individual community supporters
 - ✓ Increased operating revenue for FC3
 - ✓ Increased funding to grant to member organizations, utilizing the capability of LAA designation
 - ✓ Increased attendance at events and programming across the county that have an arts, cultural, and/or history related mission
 - ✓ Increased revenue in other related industries typically visited by arts programming attendees (e.g., restaurants, hotels, etc.)

Key Goals the Council Should Accomplish in the First 3 Years

- Using a wholistic approach to public art, envision, publish and advocate for a public arts master plan (e.g., murals projects; bigger installations)
- Sponsor or coordinate at least one public event every two months, or an average of 6 events per year, including bringing in the funding for the event
- Seek and receive Local Arts Agency funds and distribute grants to local agencies
- Have an active arts education presence in the public schools to make up for the deficit that now exists there
- Accomplish the pre work for building an all-purpose building: a design, a plan, a location, and a hotel chain committed to managing it.
- "Build a community around the arts by creating a cultural army:" Develop and launch a volunteer platform that would serve as a centralized clearinghouse for organizations seeking volunteers and for individuals interested in volunteering.

Key Objectives the Council Should Set for the First Year

- Update the mission to reflect the decisions made for the role the Council will play going forward and communicate that broadly to the community
- Create a brand and marketing plan, including a highly effective communications mechanism

- Have a plan in place for organizing and funding at least 2 events in Year 2
- Have a few grants applied for that will enable funding for programming that coincides with the Council's goals
- Create a budget/spending mechanism that aligns \$\$ to Year-1 goals
- Expand the Board to include operations management expertise and community influencers who can promote the Council's efforts in the public arena (private sector businesses; city, county, state governments, etc.)
- Establish and agree on performance indicators and measurement tools to track progress
- Develop job descriptions for the Administrative role and Board Committees to include responsibility for KPIs
- Assign Board Committees and Staff to specific tasks and outcomes and track progress

Advice from the Stakeholders as FC3 Moves Forward

- "We need arts and culture as a huge draw and advantage for our community."
- "Put a stake in the ground. You are trying to satisfy too many masters."
- "Don't reinvent the wheel. Be different."
- "Make sure to have strong players who can get things done, tap into resources."
- "Find out what other Arts Councils are doing to drive economic impact through the arts and do that if it makes sense for us."
- "Be thoughtful; get organized; be clear about vision and who is responsible for what."
- "Break down the big goals into manageable bits and start plugging away at getting those small bits done."

Questions for the Committee's Consideration

A number of topics were explored with individuals specifically selected for interviews because of their position in the community. In the context of these discussions, the interviewees collectively identified a number of roles and projects the Council could take on. To digest all of the data and come away with a set of Strategic Priorities, Measurable Goals and Annual Objectives, the following questions might be helpful:

1. Would revisiting the Mission of FC3 and clarifying our central purpose be helpful to our ability to focus our strategic priorities and programming?
2. What stake do we want to put in the ground regarding how we will impact the community?
3. What is our value proposition?
4. What could we reasonably accomplish in a three-year time frame that would make a visible impact for the Flagler County community?
5. Is there "low hanging fruit" that we should focus on in the immediate term that addresses a need and can be accomplished within 12-18 months?
6. Is there anything we should take off the table? If so, why?

Focus Groups

Executive Summary

The focus group sessions revealed several recurring premises that underscore the community's desire for a more vibrant and interconnected cultural scene in Flagler County. A prominent concern across both days was the lack of awareness and centralized information about local arts and cultural events. Participants expressed a need for an informational repository, emphasizing current difficulties in finding events and activities.

Community involvement and demographic focus emerged as a pivotal theme, with participants suggesting the establishment of volunteer committees targeting diverse age groups and interests. The community's rapid growth raised concerns about the need for tailored programming to cater to the influx of new families, reinforcing the importance of identifying and attracting specific demographics. Venue considerations, including the potential locations for new facilities like the YMCA and discussions on preserving green spaces, showcased the community's commitment to balancing development with environmental conservation.

Financial sustainability and effective marketing strategies were also focal points, with recommendations ranging from corporate sponsorships to online calendars and Google Advertising. Participants underscored the need for trust and transparency in FC3's operations, emphasizing the importance of clear communication regarding mission, funding sources, and expenditure. The theme of volunteer engagement was intertwined with the notion of establishing expectations and exploring partnerships with various demographics, including students and retirees.

Lastly, the community's aspiration for collaboration and unification was evident, with suggestions to bring existing cultural organizations under the FC3 umbrella and foster cohesive events through partnerships with other community entities. Overall, these common themes provide a comprehensive foundation for shaping the future direction of Flagler County's cultural initiatives.

The Process



The focus groups conducted on November 14th and 15th aimed to explore topics that couldn't be sufficiently covered in a survey, providing a direct avenue for communication with the residents of Flagler County. Participants expressed interest and gratitude for contributing to FC3's Strategic Plan. During the sessions, activities involved participants using post-it notes to identify and categorize events, outings, and activities related to history, art, and cultural programming in the past 12 months, both inside and outside Flagler County.

The use of different colored post-its distinguished events within and outside the county, and participants marked their favorite activities with a star.

The final activity involved small groups discussing strategies for FC3 to effectively publicize and communicate events, as well as ways to attract volunteers to support these events and activities. The interactive sessions aimed to gather comprehensive insights for the development of FC3's Strategic Plan.

Key Observations

- The lack of advertisement for cultural/arts events highlights the need for a centralized information repository.
- Challenges exist in gathering and dispersing information due to the absence of a downtown or central arts district in Flagler County.
- The FC3 would benefit by establishing committees focused on demographics for event planning, advertising, and awareness.
- Concerns about construction affecting green spaces and the natural landscape exist, suggesting the FC3 could pair with environmental organizations as opposed to fight against them.
- Funding is crucial, with suggestions including corporate sponsorships, online event listings, and utilizing existing spaces like schools and senior centers for cultural events.

Notable quotes:

"We have a college here – how do we integrate them into the community?"

"There's a saying in Flagler Beach - Don't make me cross the bridge."

"Flagler is never going to be an arts and cultural center."

"Instead of developing, use what is already here."

"Do we have a visitors center?"

"Has the county and/or the city shared their visions with FC3?"

"It would be nice to know where arts/culture/history sits as a priority for the city/county? Where does FC3 fits into their current plans?"

"Flagler County is a cultural desert."

"Every demographic has a different kind of source. It's generational and now divided by how people get and gain information."

"If you want volunteers, you have to catch their eye/attention."

"If you volunteer, you should be able to attend the event for free."

"It is important that FC3 builds the ability for the community to participate in art and culture, not just attend events – but take classes."

"The Portuguese Festival reminded me of my heritage. Being there helped me find tradition."

Questions for the Committee's Consideration

1. What community cultural organizations are already established and could provide an audience for FC3 through collaboration?
2. Is there a specific demographic that FC3 wants to start with for targeted marketing?
3. Is there a way for FC3 to utilize nature or pair up with existing foundations to build community trust and tie into the natural resources that are already driving people to Flagler?
4. How could realtors and property managers share the mission of FC3?
5. What would be some pushback that other organizations might present when asked to place a common community calendar on their perspective websites?

Survey Results



(see [Appendix](#) on [Page 27](#) for the Full FC3 Focus Group Summary and Slide Deck)



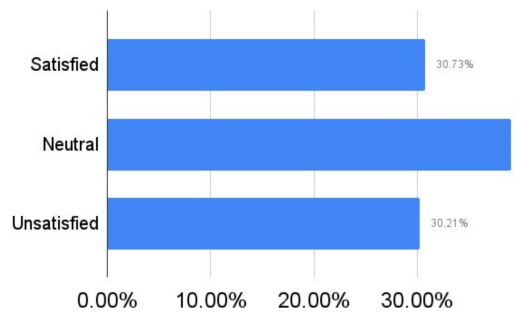
Survey Analysis Summary

- Two survey paths based on response to initial question
 1. Consumer
 2. Industry
- Opened on October 12th and closed on November 10th
 - ✓ Link made available via email and public notifications
- 264 Total Respondents
- 191 Consumer / 73 Industry
 - ✓ Demographics
 - ✓ Age 65+ Consumer - 58% Industry - 61%
 - White - 95% (Both)
 - Female - 77% (Both)
 - Most (86%) identified as Flagler County Residents (Zip Codes)



Key Take-Aways - Availability Satisfaction

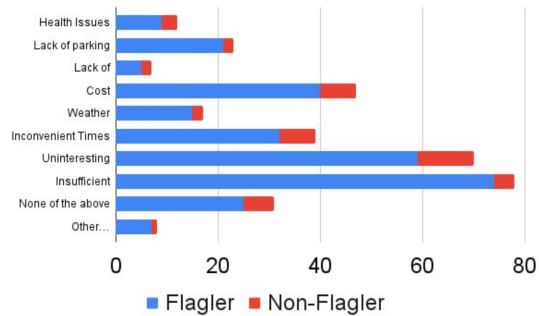
- Frequency and Availability of arts, cultural and historical events or programs returned a neutral response
 - ✓ Non-Residents were slightly more satisfied (43% vs. 30%)





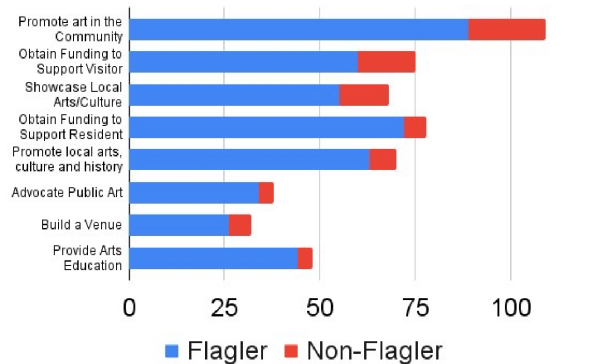
Key Takeaways - Obstacles

- Insufficient marketing, uninteresting content and cost are the main reasons why respondents don't participate.
- Insufficient marketing and communications are cited by all age groups.
 - ✓ Health issues correlate with age



Key Takeaways – Advice to FC3

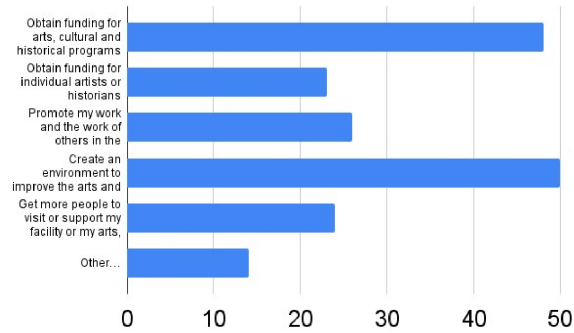
- Consumers expect FC3 to promote, showcase and obtain funding





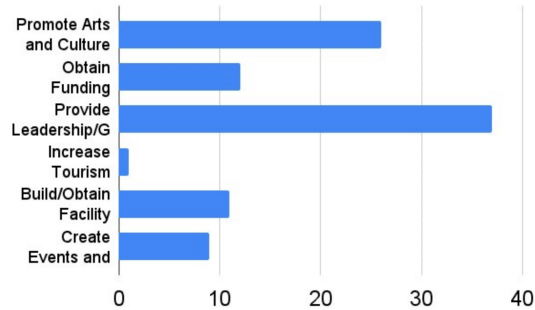
Key Takeaways – Advice to FC3

- Consumers expect FC3 to promote, showcase and obtain funding
- Industry expects FC3 to do better at obtaining funding and providing arts leadership



Key Takeaways – Advice to FC3

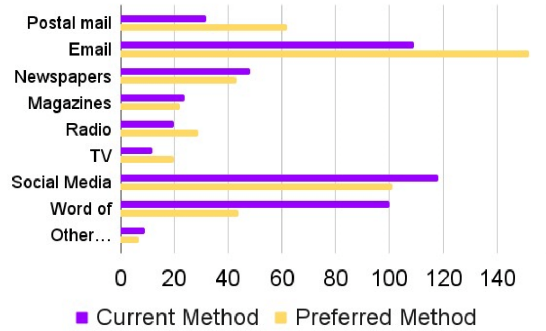
- Consumers expect FC3 to promote, showcase and obtain funding
- Industry expects FC3 to do better at obtaining funding and providing leadership
- Industry expects FC3's role to be focused on providing leadership and promotion
 - ✓ Low desire to increase tourism





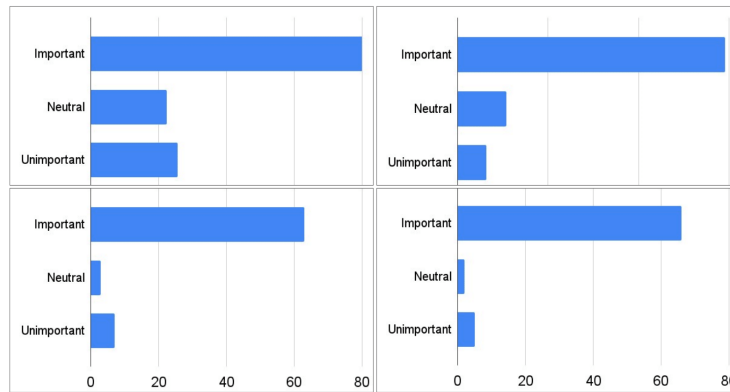
Key Takeaways - Promotion

- Respondents prefer to receive info differently than they currently receive info
 - ✓ Postal Mail and email is preferred
 - ✓ Social Media and Word of Mouth are preferred less
 - ✓ May coincide with info from focus groups re: aggregated info



Key Takeaways – Tourism & Quality of Life

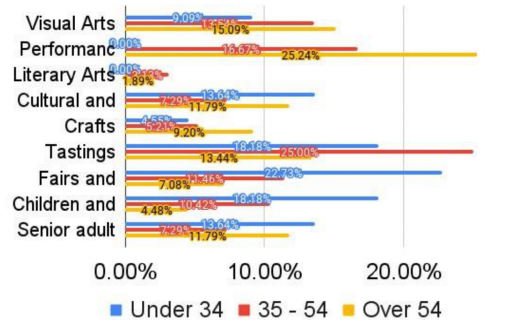
- All respondents agree that Art, Culture and History are important to tourism and quality of life





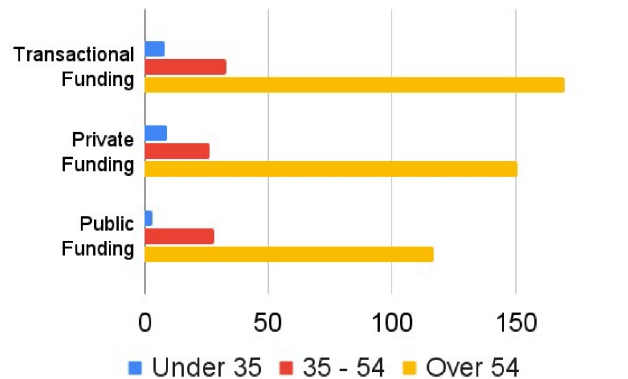
Key Takeaways – Tourism & Quality of Life

- All respondents agree that Art, Culture and History are important to tourism and quality of life
 - ✓ Some differences on which forms are most important for tourism



Key Takeaways - Funding

- Most favor transactional funding (ticket sales, memberships, fundraising events) over public funding through taxes, and grants





Summary from Open Ended Questions

- Promote the importance of cultural arts. Respondents see arts, culture, and historical events as integral to the County's identity, education, and social cohesion.
- Obtain funding
- Advocate for better representation of arts in county government
- Provide events, festivals, contests, and education for residents. Community Building and Togetherness. Cultural Awareness and Heritage.
- Develop a facility that promotes classes, performances, and art society.
- Facilitate collaboration among various organizations, groups, and individuals.
- Support educational programs in the arts.



(see [Appendix](#) on [Page 27](#) for the Full FC3 Survey Read Out on Consumer and Industry Results)

Conclusion

The purpose of this Data Set is to provide a foundation for the next step in the planning process: a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. Using the data shared here plus first-hand knowledge of the community's needs and FC3's internal strengths and weaknesses, the Committee and Board will have the opportunity to provide input into the SWOT. Stay tuned!

Appendix

External Links

- [Environmental Scan Data Spreadsheet](#)
- [Focus Group Full Summary](#)
- [Focus Group Slide Deck](#)
- [FC3 Survey Full Readout - Consumer and Industry Results](#)



SWOT Analysis Consolidation of Responses

Strengths

- AEP6 and other data supports value of A, C, H to Economy, Quality of Life, and Tourism
- Board comprised of talented, committed individuals who come from diverse backgrounds and possess positive relationships with other organizations, elected officials and the business community
- County Liaison position aids in managing many day-to-day tasks that couldn't be accomplished otherwise
- Strong County and City support (funding, Board participation, vocal support of A, C, H)
- Strong website and visual branding already in place
- FC3 owns and manages Turtle Trail; already established as site for Signature Events
- Designation as a Local Arts Agency enables FC3 to seek grants for FC3 and to make grants to other orgs
- Strong name recognition in the community
-



SWOT Analysis Consolidation of Responses

Weaknesses:

- FC3's identity and purpose are not clear at all levels (Board; A, C, H orgs; community at large)
- Opinions are varied both internally and externally on what FC3 "should be" doing
- Roles and responsibilities of Board/Board Members and Committees/Committee Chairs not clear
- Volunteer board cannot manage all the tasks that are required to get the organization up and running and at the same time coordinate scheduled events and activities
- Lack consensus regarding processes and accountability for managing functions of the organization
- Lack a staff position with a clearly defined role and set of responsibilities to lead the organization and develop a sustainable structure
- FC3 is chasing shiny objects rather than making an impact
- No new funding on the immediate horizon to augment the TDC grant
-





SWOT Analysis Consolidation of Responses

Opportunities:

- Increase the sustainability of county non-profit A, C, H organizations by offering opportunities to: expand their reach, become more visible, obtain funding for projects that attract residents and visitors
- Collaborate with organizations representing diverse cultures within county to offer programming that focuses on A, C, H content
- Seek out and develop relationships with new community residents with talent, expertise in A,C, H themes to incorporate their talents into A, C, H community
- Be a leader in advocating for: public arts master plan, incorporation of A, C, H programming into outdoor recreation and tourism programming, development of a county film commission
- Focus on creative ways to incorporate the Turtle Trail into future showcase events
- Explore the viability of growing one annual arts festival into a major event with national draw
-



SWOT Analysis Consolidation of Responses

Opportunities continued:

- Build, manage and widely publicize a "one stop shop" process to centralize and disseminate county's A, C, H venues, programming, events
- Organize and manage a volunteer program to serve as a clearinghouse for A, C, H organizations' need for intermittent volunteers, to garner vocal support and advocacy on A, C, H issues, to offer a pipeline for community residents interested in A, C, H volunteering
- Obtain grants, gifts and donations from funders that want to make an impact through A, C, H and make grants to A,C, H organizations and individuals for specific programming initiatives sponsored by FC3
- Expand A, C, H educational offerings to youth through grants to organizations
-





SWOT Analysis Consolidation of Responses

Threats:

- Being viewed as in competition with A, C, H organizations for the same consumers, funding, and volunteers that they are seeking
- Offering little or no value or benefit to being a member of FC3
- Political change could lessen support for A, C, H programming and specifically for funding FC3's efforts
- Not having sufficient organizational structure to achieve organization goals and implement the strategic plan
- Not raising the funding needed to finance the organization's efforts
-



Fiscal Year Ending ___ / ___ / ___ Action Plan

Status Options:

- ✓ On Track
- ✓ Some Issues
- ✓ In Danger

3 or 5-year Goal: _____

Milestone Statement: _____

Milestone Oversight Coordinator: _____

Actions/Tasks	Success Measure	Start Date	Due Date	Task Mgr.	Status	Comments

