



GREATER BUFFALO CULTURAL ALLIANCE

Strategic Plan

Approved: December 12, 2013

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Table of Context

1.0	The Organization	p. 1
2.0	The Strategic Planning Process	2
3.0	GBCA's Values	2
4.0	Themes, Goals and Objectives	2
4.1	Governance	3
4.2	Planning and Policy Planning Framework	4
4.3	Awareness	7
4.4	Advocacy	8
4.5	Membership	10
5.0	Background Work and Documents	14
5.1	Members' Survey Monkey™ Results	14
5.2	Strategic Plan Steering Committee Analysis of Survey	15
5.3	Grading Our (GBCA's) Performance	16
5.4	The Public's Understands of the Identity and Roles of GBCA and ASI	17
5.5	Examining and Grading Strengths, Weaknesses, Opportunities and Threats of GBCA	17
5.6	Meeting of the Strategic Planning Committee May 20, 2013	19
Appendix A	Additional Comments from Participants in the Survey Monkey™ Survey on Mission, Vision and Priorities	20

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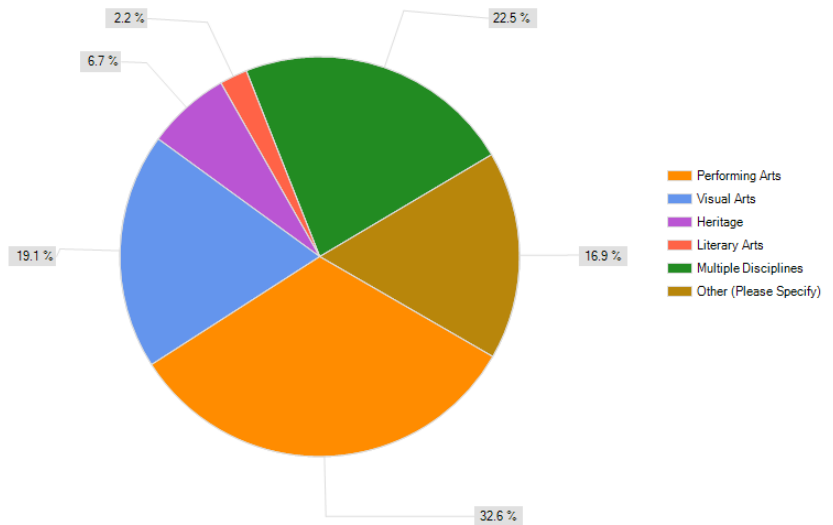
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1.0 The Organization

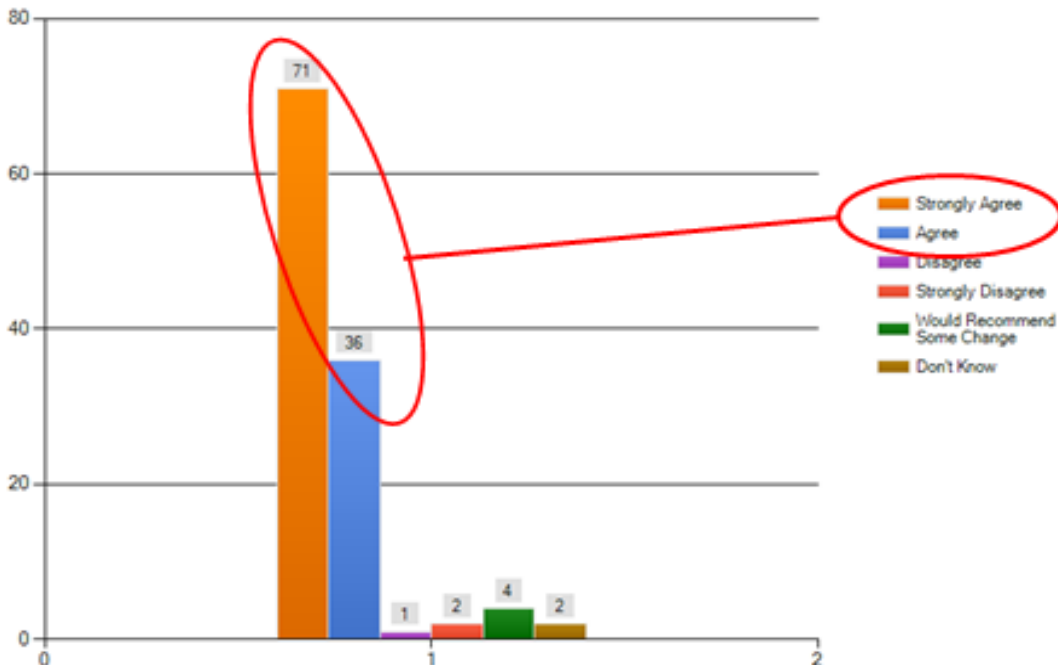
The Greater Buffalo Cultural Alliance (GBCA) is a Western New York advocacy group that values the arts and cultural communities in the Buffalo/Niagara region. GBCA was created in 2009. The organization has grown into a strong alliance with representatives from nearly all genres of culture in the region, and all members sharing a common goal of promoting the integral role that arts and culture play in the quality of life and economic development of the Western New York region. The goal of the GBCA is to utilize the time, talents, and recourses of its members and their respective organizations to position the arts, culture, and creativity as critical community assets and priority areas for public and private investment and engagement.

Identify the arts or cultural area you work in:



MISSION: The mission of Greater Buffalo Cultural Alliance (GBCA) is to harness the aggregate resources of our cultural organizations to position arts, culture and creativity as critical community assets and priority areas for public and private investment and engagement.

MISSION: The mission of GBCA is to harness the collective resources of our cultural organizations to position arts, culture and creativity as critical community assets and priority areas for public and private investment and engagement. Do you agree that this mission continues to be valid?



VISION: The Greater Buffalo Cultural Alliance (GBCA) envisions a community that values arts and culture and the integral role they will play in our region's future.

2.0 The Strategic Planning Process

The GBCA's Steering Committee approved embarking on a strategic planning process in late fall of 2012. A Strategic Planning Committee was formed who worked with Ted Pietrzak to design the process and fine-tune input over 2013. The process began with a survey which was emailed to GBCA's members to better understand their perceptions of GBCA's priorities, effectiveness and how the Steering Committee communicates with its members. 116 members responded. The information obtained from the survey was analyzed and became the background for a retreat of the GBCA's Steering Committee.

The data gathered from the survey and work of the GBCA Steering Committee identifying priorities, goals and strategies, was reviewed and clarified by the smaller Strategic Planning Committee.

The planning process was somewhat unusual in that GBCA is a relatively new organization exploring its role in the context of larger community; while simultaneously another relatively young art service organization in the Western New York region; Art Service Initiative of Western New York (ASIWNY) was also defining its unique role in conjunction with GBCA and developing its own strategic plan. The strategic planning process provided a time for GBCA to better define its purpose, priorities and operating imperatives.

The final Strategic Plan is considered a living document and will be reviewed and adjusted as GBCA continues to grow and responds to challenges and opportunities internally and externally.

3.0 GBCA's Values

Participants in the strategic planning process identified the values that the organization embraces. They are the following:

- **self-determined**
- **guided by volunteer arts and cultural workers and allies**
- **proactive in orientation**
- **working for the good of the whole arts & cultural sector**
- **operational transparency**
- **engaging diverse voices**
- **and developing a future cadre of arts and cultural advocates**

4.0 Themes, Goals and Objectives

GBCA's Strategic Plan focuses on five themes. These include the following:

- **Governance**
- **Planning and Policy Framework**

- Awareness
- Advocacy
- Membership

Specific goals have been identified under these themes. To achieve these goals, additional objectives have also been identified. The goals are summarized here:

4.1 Theme: GOVERNANCE

Goal #1 Top caliber volunteer leadership is recruited and retained for the GBCA Steering Committee which provides leadership for the overall effort.

Objective 1: Committee terms and vacancies are monitored by the Steering Committee co-chairs with support from the entire Steering Committee, and filled as needed.

Strategy 1: Potential new additions to the Steering Committee are suggested on an ongoing basis and a list is maintained. **Y1-ongoing**

Strategy 2: Any committee vacancies are filled with candidates who compliment the diversity of the group. **Y1-ongoing**

Strategy 3: The group is monitored for leadership succession and strategic rotation of co-chairs so that continuity of leadership is maintained. **Y1-ongoing**

Objective 2: Prospective candidate suggestions are brought to the Steering Committee for consideration and action.

Strategy 1: Specific priority needs for Steering Committee membership are identified. **Y1-ongoing**

Strategy 2: A process is developed for application and nomination to the Steering Committee. **Y1**

Objective 3: An annual self-assessment is conducted for Steering Committee feedback on overall group and individual contribution to the effort.

Strategy 1: Self-Assessment tool developed by Steering Committee to include goal achievement, personal satisfaction and group functioning. **Y1**

Strategy 2: Self-Assessment implemented in 2014 and conducted annually thereafter. **Y1-ongoing**

Objective 4: Ensure that the Steering Committee continues to develop strategies for various initiatives to achieve GBCA's objectives.

- Strategy 1: Support the sub-committees in creating targeted strategies to achieve identified goals, and ensure alignment among all GBCA efforts. **Y1 - ongoing**
 - Strategy 2: Work with a network of partners including individuals and organizations. **Y1 - ongoing**
 - Strategy 3: Use Steering Committee general meetings and other communications to provide relevant information and engage and mobilize individuals. **Y1 – ongoing; see Awareness and Membership committee goals**
- Tactic: Work with the Membership Committee to disseminate relevant information. **Y1 – ongoing**

Objective 5: Create formal planning cycle and calendar with ASI’s support

- Strategy 1: Plan over the summer for coming year Sept. – June. **Y1 - ongoing**
- Strategy 2: Build in opportunity to ‘re-synch’ mid-year. **Y1 - ongoing**
- Strategy 3: Use feedback from self-assessment to inform next year’s plans. **Y1 - ongoing**

4.2 Theme: PLANNING AND POLICY DEVELOPMENT FRAMEWORK

Goal #2 A cultural plan that integrates arts & culture into all aspects of planning at the regional, municipal and neighborhood levels.

Background: Many communities in the United States have created cultural plans. A cultural plan is a planning framework that integrates arts and cultural priorities into the wider planning process, and that impacts a wide number of areas including community development, education, economic matters, public policy, public safety, transportation, zoning, etc.

GBCA feels that it is its position to take the leadership role in developing a cultural plan for the greater region, while recognizing that such an effort will require extensive collaboration to be successful.

Objective 1: Design an overall plan and phased approach for completing a cultural plan.

- Strategy 1: Conduct additional research. **Y1**
- Tactic: Research and/or visit other regions who have adopted plans, beginning with the Niagara Region, Canada. **Y1 – Y2**
- Strategy 2: Continue collecting examples of different approaches, best practices, and transferable elements. **Y1**

Tactic: Maintain PowerPoint presentation of overall concepts. Y1

Strategy 3: Identify other planning projects which this effort might align with such as One Region Forward, and assess possible points of connection. **Y1 - ongoing**

Strategy 4: Collect additional information on cultural plans and planning processes through conferences being attended by ASIWNY and GBCA members (Americans for the Arts for example). **Y1 - ongoing**

Tactic: Share this information back with the group. **Y1 - ongoing**

Strategy 5: Continue research into the plan's stages, with ongoing refinement. **Y1 - ongoing**

Objective 2: Get the community committed to the plan by creating a county-wide network.

Strategy 1: Create and monitor buy-in from key stakeholders (including politicians) and create a county-wide network of support for the plan. **Y1 - Y2**

Tactic: Determine who is needed at the table for ensuring the planning process is successful. **Y1**

Strategy 2: Assess possibility of working in conjunction with other region-wide planning initiatives to advance goal (for example Open Buffalo). **Y1 - Y2**

Tactic: Secure support from and utilize the "Cultural Summit" group if possible; augmenting as necessary. **Y1 - Y2**

Strategy 3: Share the importance of a cultural plan with those in the community. **Y2**

Tactic: Create a "What is a Cultural Plan and what can it do for our Community" fact sheet and talking points. **Y2**

Tactic: Share with community leaders including County leaders, neighborhood groups, community organizations, who are conducting planning. **Y2**

Objective 3: Use best expertise and other available resources to conduct planning

Strategy 1: Explore and identify expertise and possible sources of support. **Y2**

Tactic: Explore cost-saving alternatives to accomplish some parts of the plan such as community conversations and inventory of cultural institutions and activities using local resources. **Y1 - Y2**

Tactic: Create targeted Grants and Funders List so that key deadlines are not missed. **Y1**

Tactic: Identify possible sources of other support, including what might be possible through ASIWNYS, and work to secure commitments. **Y1 – Y2**

Strategy 2: Obtain necessary resources including facilities, financing, staff/volunteer and technology equipment and support. **Y2**

Tactic: Draft grant narrative suitable for securing funding for completion of the plan, beginning with Phase 1. **Y2**

Tactic: Research and prepare RFP for consultant/contractor(s). **Y2**

Objective 4: Undertake initiatives that will contribute to the final plan’s development.

Strategy 1: Lead the planning process. **Y2 – Y3**

Strategy 2: Clearly lay out overview of the plan’s elements and phased approach to completion. **Y2**

Strategy 3: Support the plan’s development beginning with Phase 1. **Y2**

Tactic: Continue to be the lead spokesperson during the planning process. **Y2 - ongoing**

Tactic: Develop a program for community conversations about culture as Phase 1 of plan development. **Y2**

Tactic: Identify next steps and continue implementing. **Ongoing**

Goal #3 An organization that effectively assesses issues, leads discussions, engages in dialogue, develops positions, and creates policies.

Background: There are many areas that should be the focus of advocacy for arts & culture in the region. GBCA has successfully advocated reinstating the City of Buffalo’s and Erie County’s funding for arts and cultural organizations. GBCA Steering Committee members are at the board and worktables in regional planning including One Region, Open Buffalo, the Partnership for the Public Good, the Regional Economic Development Council, Visit Buffalo Niagara, and other organizations. We are represented; have formed positions to achieve specific goals; and are looking for opportunities. Many of these activities are being done in concert with ASIWNYS.

There are opportunities GBCA has missed or not fully achieved. These include proactively involving local cultural organization in the early discussions about creating the Buffalo Center for Arts & Technology (BCAT); responding to the cuts in the music programs in the public schools; and fully advocating for grants to Buffalo arts and cultural organizations to be removed from the political process.

Since no one organization is responsible for exploring issues, engaging in dialog, formulating positions and advocating for changes in policy, especially as relates to our own grassroots perspective, GBCA, as an organization of arts & cultural professionals, should take on this role.

Objective 1: Develop GBCA’s position on key issues impacting on arts & culture in the region.

Strategy 1: Develop a GBCA “Brain Trust” and frame-work for developing policy positions. **Y1 - ongoing**

Tactic: Identify policy issues that matter to health and welfare of arts & culture in the greater region. **Y1 - ongoing**

Tactic: Create committees to work collaboratively with other community groups in examining issues formulating positions and developing implementation strategies. **Y1 - ongoing**

Tactic: Survey the GBCA membership regarding individual and organizational key policy issues and positions. **Y1 - ongoing**

Strategy 2: Advocate for arts and cultural- specific policies to be included in appropriate community platforms such as Partnership for the Public Good (PPG)’s Annual listing of community priorities. **Y1 - ongoing**

Tactic: Monitor activities and engage GBCA representatives on appropriate committees, in concert with ASIWNY. **Y1 - ongoing**

Tactic: Put forward well-articulated positions on issues as appropriate. **Y1 - ongoing**

Strategy 3: Working with the Membership Committee, to encourage GBCA’s membership to be aware of key policies and issues facing arts & culture and communicate these positions to others. **Y1 - ongoing**

Strategy 4: Identity key issues and bring them to the Steering Committee for actionable next steps. **Y1 – ongoing**

Tactic: Create a one-sheet policies and issues paper annually, and distribute it to members and affiliated organizations. **Y1 – ongoing**

4.3 Theme: AWARENESS

Goal #4 An organization known for its effectiveness at promoting awareness of the importance and value of arts and culture, and for framing effective messages to support GBCA’s goals.

Background: Awareness has long been identified as a key area of GBCA’s activities. Awareness could be an extensive area of activity dealing with many target audiences. As opposed to advocacy, which strategically pushes decision-makers toward policies that support arts & culture, awareness is aimed at more general appreciation of the importance of the arts & culture and of issues that the members and the public should be made aware. Also a key area where awareness must focus is on community leaders who should understand that GBCA is an organization that needs to be at the table in pivotal discussions on planning, community investment and policy-making.

Objective 1: Increase the public’s awareness of the value of arts & culture and encourage greater participation.

Strategy 1: Monitor the feasibility of a region-wide PR, marketing and “branding” initiative as part of the cultural planning process. **Y1 - ongoing**

Tactic: Leverage Awareness Committee’s expertise and actively participate with the Planning Committee’s work on a cultural plan. **Y1 - ongoing**

Strategy 2: Continue positioning arts & culture as a vital force in the community and economic development. **Y1 - ongoing**

Tactic: Provide Executive Directors with information points to share with their organizations and audiences. **Y1 - ongoing**

Strategy 3: Create or maximize use of opportunities that bring high-profile identification to arts & culture in the region, for example by collaborating with Visit Buffalo Niagara. **Y1 - ongoing**

Objective 2: To be the “go-to” organization as representing the field.

Strategy 1: Craft press releases and actively participate in press conferences and other activities to represent the voice of the field. **Y1 - ongoing**

Strategy 2: Work “hand-in-glove” with ASIWN to advance GBCA’s unique role as workers-in-the-field making a case for the importance of arts and culture. **Y1 - ongoing**

Strategy 3: Create seasonal talking points which can be shared broadly and used to communicate key messages to a variety of audiences. **Y1 - ongoing**

4.4 Theme: *ADVOCACY*

Goal #5 A leading advocacy organization for Erie County working in collaboration with other organizations to achieve goals that strengthen arts & culture in the region.

Background: The need for advocacy contributed to the founding of GBCA in the winter of 2010 when cuts in funding by Erie County were the anticipated. Though a victory was won that restored Erie County and City of Buffalo arts and cultural funding in 2012, in the City of Niagara Falls cuts went even deeper than historic lows, and many surrounding rural areas remain woefully under-supported.

After efforts in 2010 and 2011, GBCA realized that advocacy efforts must be broadened to make the voice of arts and cultural organizations heard in planning and community development discussions taking place in other sectors.

Objective 1: Achieve continued and /or dedicated government funding for arts and cultural organizations, with all levels of government playing a meaningful role.

Strategy 1: With ASIWNY, develop and undertake targeted advocacy efforts aimed at educating and informing elected officials, and convincing them that arts & culture should receive public support. **Y1 - ongoing**

Tactic: Put together teams to visit elected officials – when newly in office, and at key times in the funding cycle. **Y1 - ongoing**

Tactic: Provide Alerts and Announcements to mobilize advocacy efforts. **Y1 - ongoing**

Tactic: Show strength in numbers sufficient to gain attention and support. Use data driven advocacy and compelling stories from the field to advance this effort. **Y1 - ongoing**

Tactic: Enlist high-profile community leaders to champion the cause. **Y2**

Tactic: Urge organizations to thank elected officials for their support. **Y1 - ongoing**

Strategy 2: Play a lead “boots on the ground” role in Erie County; and provide a supporting role to colleagues and sister organizations in surrounding counties as they identify effective strategies for advocacy in each area. **Y1 - ongoing**

Tactic: Build connections and maintain ongoing readiness to respond strongly, and come out in force as needed. **Y1 - ongoing**

Strategy 3: Working with ASIWNY, provide annual training in advocacy for organizations. **Y1 - annually**

Objective 2: Increase private sector involvement and support for arts and cultural organizations. (This means active participation in cultural offerings, increase volunteering and financial support.)

Strategy 1: Develop and undertake a targeted advocacy effort and a PR campaign aimed at informing community leaders in the private and not-for-profit sectors about the benefits of engaging in arts & culture.

Tactic: Enlist high-profile community leaders to champion the cause. **Y2**

Tactic: Promote example of model support by area companies - big and small. **Y2**

Tactic: Look to organization boards for examples of private support which can be highlighted and showcased. **Y2**

Objective 3: Ensure GBCA is at the planning table representing the interest of arts & culture in a wide spread of community initiatives.

Strategy 1: Maintain an inventory of regional initiatives where arts & culture and GBCA may play a role. **Y1 - ongoing**

Tactic: Direct opportunities to the Steering Committee in order to determine positions, strategies and assign responsibilities. **Y1 - ongoing**

Tactic: Actively collaborate with ASIWN Y on ensuring that Arts & Culture is well represented at all major planning initiatives. **Y1 - ongoing**

Tactic: Actively collaborate with Arts Partners for Learning (APL) to ensure effective and coordinated advocacy related to Arts Education.

4.5 Theme: MEMBERSHIP

Goal #6 An organization with a membership that is energized, informed, and wanting to participate and mobilize; a group of diverse and dedicated individuals and allies that act collectively.

Background: It is said that GBCA is not necessarily an organization of members but allies. Membership-based organizations give tangible benefits to those that wish to be members. And though there are benefits to arts and cultural organizations participating in GBCA, such as restored Erie County funding, there are not necessary tangible benefits to the individual professionals that make up GBCA. The intangible benefit is that being part of GBCA is being part of a collective effort of individuals to better the community.

GBCA is a grassroots organization made up of committed arts workers, professionals and allies. The challenge exists to draw greater number of people into GBCA and to have them equally committed to GBCA's efforts to strengthen the arts and cultural sector and its impact on the region.

Other challenges exist including finding common ground and meeting the diverse needs of GBCA participants coming from small, mid-sized and larger organizations. Another challenge is engaging and sustaining the involvement of the professionals associated with the largest cultural organizations in the region. Another challenge is how people at the fringes are not sure how to get, or should they get involved. A key aspect of GBCA’s approach has been to be clear about the primary ‘service area’ being Erie County so that those who get involved know that a great deal of work and discussion will be focused there; while ‘opening the door’ to all who are committed to proactive, positive, collective action and see benefit from participating.

Objective 1: Increase participation in GBCA

Strategy 1: Create a forum where diverse ideas can be expressed and are welcomed. **Y1 - ongoing**

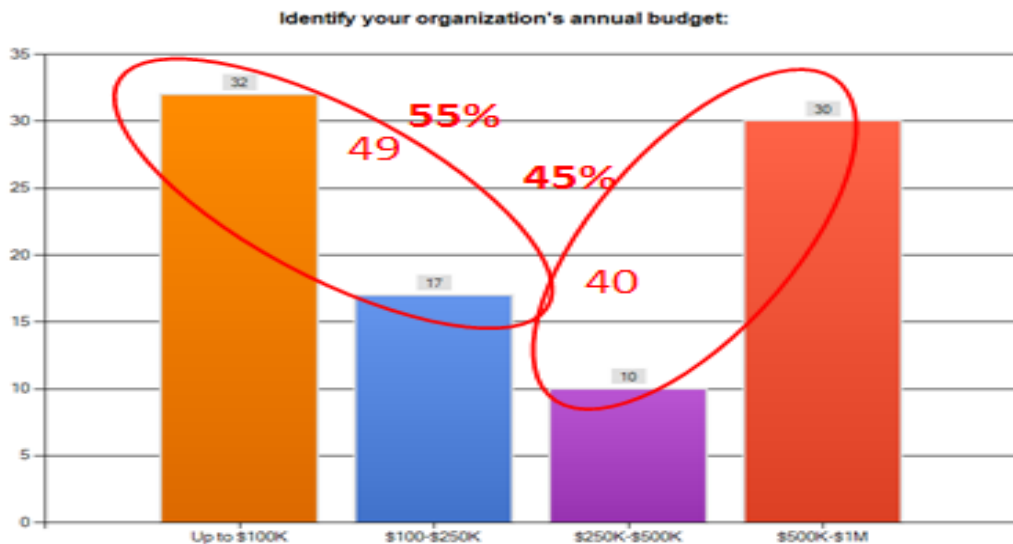
Tactic: Use meetings, the website, email and social media to share information about and from diverse member organizations. **Y1 – ongoing**

Strategy 2: Create a sense of unity and share purpose for those individuals who are, or wish to be part of GBCA. **Y1 - ongoing**

Tactic: Continue to convey the values of GBCA in all communications. **Y1 - ongoing**

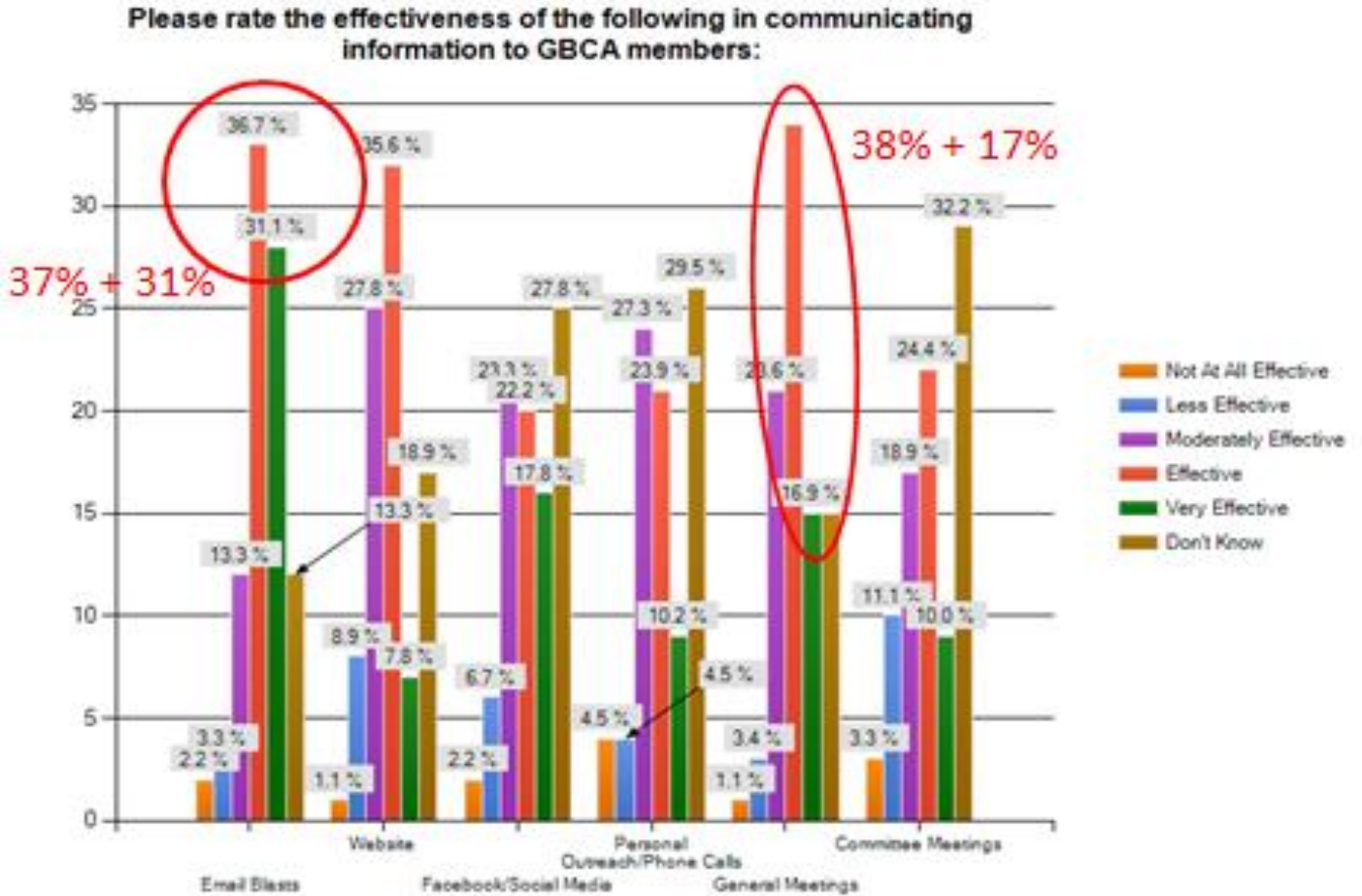
Tactic: Build bridges between seasoned and newer members and/or professionals through continued emphasis of the mission and vision. **Y1 - ongoing**

Tactic: Ensure both small and larger arts and cultural organizations, as well as diverse disciplines and those of diverse ethnicities, are active participants. **Y1 - ongoing**



Strategy 3: Maintain regular communication with GBCA members. **Y1 PRIORITY**

Tactic: Use website, email blast, social media and networking to communicate relevant information. **Y1 - ongoing**



Tactic: Maintain a schedule of regular meetings and activities, with plenty of advance notice. **Y1 - ongoing**

Objective 2: Build a community of engaged individuals based on the benefits of sharing information, networking, and a commitment to community-building.

Strategy 1: Develop forum(s) for active dialog with GBCA members, friends and allies, and use to communicate on a regular basis. **Y1**

Tactic: Have the Awareness Committee meet with Membership to develop these forum(s). **Y1**

Tactic: Build on what is already in place such as GBCA’s Facebook page, ASIWNV monthly newsletter with GBCA section, etc. **Y1 – ongoing**

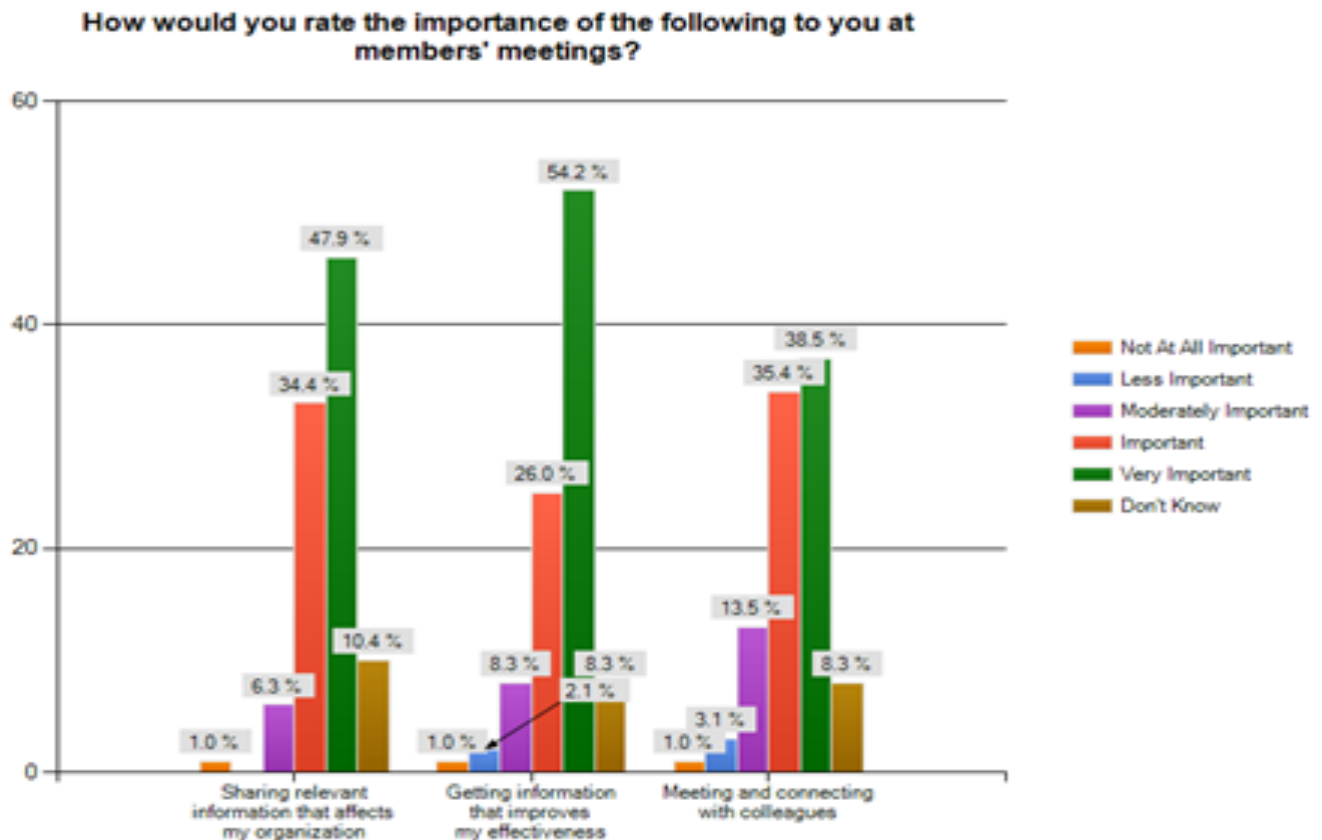
Tactic: Develop mechanism for quickly sharing information from Steering Committee meetings with the greater membership. **Y1 - ongoing**

Tactic: Create a schedule of regular content postings. **Y1 - ongoing**

Strategy 2: Use the GBCA website and/or other social media such as blogging to introduce members’ generated content and content from other communities on trends and positions that are relevant to arts & culture in the greater region.

Tactic: Identify a person or small group who will lead and curate this effort. **Y1**

Strategy 3: Use general meetings as gathering events to provide relevant information, engage members, present ideas and concerns, and to have a social experience. **Y1 - ongoing**



Tactic: Create themed meetings and/or meetings with engaging presentations. **Y1 – ongoing**

Objective 3: Clarify the term “member” as it refers to those involved or wish to be involved with GBCA with an eye to openness.

- Strategy 1: Continue use of “member” as term to identify nonprofit organizations that sign up (opt-in) to being involved with GBCA until/unless better alternative is identified. **Y1**
- Strategy 2: Continue use of “members, friends and allies” as umbrella term for those who opt-in to being involved with GBCA until/unless better alternative is identified. **Y1**

5.0 Background Work and Documents

5.1 Members’ Survey Monkey™ Results

The leadership of GBCA suggested that the strategic plan process involve conducting survey of GBCA members to obtain their perceptions of GBCA. This was conducted through a survey developed by Ted Pietrzak with input from the GBCA Steering Committee members utilizing Survey Monkey™. The characteristics of the respondents were the following:

5.1.1 Summary of the characteristics of our members/responders

- approximately 85% are professionals working in the field;
- 50% work in the performing and visual arts areas;
- over 50% are executive or artistic directors;
- over 85% work in Erie County and only 7% in Niagara County; and
- 36% are affiliated with organizations that have budgets of less than \$100,000, with the next greatest block (34%) affiliated with organizations with budgets of \$500,000 or above.

5.1.2 Perceptions about GBCA’s Vision and Mission

- 85% strongly agree or agree with GBCA’s current vision;
- 87% to 82% felt GBCA’s work in advocacy, creating awareness, developing a regional plan, was important or very important; and
- 73% indicated they value GBCA hosting information meetings.

5.1.3 Perceptions around Advocacy

- over 90% believed that regional advocacy is best served by an organization like GBCA;
- 55% indicated that GBCA’s advocacy in Erie County was either effective or very effective, and 17% said it was the same for Niagara County, with approximately 15% saying it was less effective or not at all affective; and
- 54% indicated that both ASI and GBCA should be spokespersons for arts and culture, while 25% indicated that it depends and 16% indicated that it should be GBCA.

5.1.4 Regional planning

- 61% indicated that GBCA should take the lead in regional planning.

5.1.5 Perceptions around Membership

- membership highly valued GBCA's role in advocacy, creating awareness, and developing a regional plan with respondents indicating 66%, 71%, and 65% respectively;
- members either agreed or somewhat agreed that GBCA identifies and creates opportunities to build membership and a sense of community;
- 57% believe that GBCA answers the question "why be involved?" and 43% indicated GBCA answered the question, sometimes, or not at all, or don't know; and
- a number of suggestions were made to the question of how GBCA could increase members' involvement. These can be found in Appendix A.

5.1.6 Perceptions around Communication

- 82% of respondents rated "sharing relevant information that affects my organization" as either important or very important;
- 68% rated "getting information that improves my effectiveness" as either important or very important;
- 74% rated meetings and "connecting with colleagues" as important or very important;
- 50% expressed a desire to have four meetings per year where 24% indicated the desire to have three meetings, and 22% indicated two meetings per year was preferred;
- 90% indicated the meetings should be 60 to 90 minutes each, and 40% indicated they should be in late afternoon;
- 68% indicated that obtaining information by e-mail blasts is effective or very effective and 55%, the next largest segment, said getting their information at general meetings was effective or very effective; and
- 43% of respondents indicated that GBCA's communication is effective or very effective.

5.2 Strategic Plan Steering Committee Analysis of Survey

The Strategic Planning Steering Committee met on March 13, 2013 and provided further analysis of the survey data. This included observations, ideas and questions and follow:

- We need to clarify GBCA's and ASI's roles.
- We need to use social media to attract more members.
- We need to resolve the issue of whether GBCA is to serve 2 counties or 1.
- What can we do to strengthen the alliance?
- We need to weave a stronger network- mapping our connections.
- We need to articulate a position to bridge the gap between organizations of dramatically differing financial means.
- We need to show "different faces" also represent the organization. Our aim is to be, and show inclusiveness.

- We need to increase our membership.
- We need to connect with other sectors.
- What is critical to GBCA’s future?

5.3 Grading Our (GBCA’s) Performance

The Greater Buffalo Cultural Alliance Steering Committee met at the Burchfield Penney Art Center on April 23, 2013. Fifteen committee members participated in a retreat facilitated by Ted Pietrzak.

Pietrzak emphasized that developing a strategic plan for GBCA was an opportunity to not only address the organization’s needs; how we can better serve members, but also how GBCA can meet the longer-term challenges of creating and sustaining a vibrant arts and culture environment in the greater region.

Members of the GBCA Steering Committee participating at the retreat assessed the organization’s performance regarding the priorities set out in 2012 and somewhat adjusted in midyear. Pietrzak suggested each individual consider a grade of 1 to 10, 10 being the highest score for each one of the issue items. With one exception all other items received a grade between four and six. This suggested GBCA is performing at mid-level and not satisfying expectations of Steering Committee members. This perception may be due to the relative newness of GBCA and that its effectiveness is evolving rather than simply poor performance.

PRIORITY	CATEGORY	ISSUE	
1	Governance	-Developing an effective governance structure; -Build an inclusive organization – continue growing, outreach, next-generation; -GBCA serve as model of transparency to constituents.	6? 4 4
2	Public Awareness	-[Maximize] promotion and media; -Educate public about art and its value; -Define GBCA in community’s mind through a face, consistent language, newsletters, info sharing & events; -GBCA recognized as important community leaders.	5 4 6 6
3	Advocacy/Funding	-Make community aware of economic impact of arts; -Advocate for all sectors; -Use advocacy tools: talking points, contact lists, social media, email; -Establish formalized/depoliticized process for applying for public funds w/ org input into how evaluated.	6 4 6 4
4	Cultural planning (added winter 2012)	- research cultural planning - obtaining funding and support	7 3

5.3.1 Individuals made the following Comments:

- Is our governing structure the right one for what we want to do?
- How effective are our committees?
- As our organization evolves, we will become more effective and efficient.
- What does it mean to be a self-renewing organization?
- What does it mean to be involved on the Steering Committee vs. a member on the outside?

5.3.2 Discussion regarding GBCA's Role in Erie and Niagara Counties

Participants indicated that GBCA's role and ability to advocate in Niagara County is a challenge because of the politics, anti-Buffalo sentiment and other factors. This responsibility may be better fulfilled by CAN and cultural leaders who reside in Niagara County.

It was further stated that other programs of GBCA such as creating awareness and coordinating a regional cultural plan have wider implications and common goals that could be of benefit to both counties. T. Kniazuk stated GBCA is the spokesperson for the arts and culture in Erie County; "If not GBCA then who?" CAN is the spokesperson for Niagara County. He indicated that ASI is an organization that is aimed at providing services to these two counties and 3 others. After a discussion regarding the relationship between ASI and GBCA and GBCA and CAN, it was agreed that members of CAN needed to discuss the formal and informal relationship they would like to see between CAN and GBCA and specifically GBCA's role in advocacy on Niagara County.

5.4.0 The Public's Understands of the Identity and Roles of GBCA and ASI

Confusion continues to exist in the mind of many in general public about the role of ASI and GBCA. Members of the GBCA steering committee value the supporting role provided by ASI and understand the difference.

M. Morreale and K. Heyworth discussed the challenges of marketing and promoting GBCA. A marketing challenge exists because of the variety of arts and cultural organizations in terms of size and program. S. Behrend brought up the concern of "Who are we?" E. Cardoni indicated that "We are what we do." C. Wolff indicated that from the outside many people don't know who we are and what all we do.

T. Kniazuk indicated the relatively small number of Facebook Friends that GBCA has compared to ASI. The lack of a clear identity or "brand" was identified as an issue. Frustration was expressed by some that we should "just do it", interpreted to mean just do our advocacy, promote awareness and complete the cultural plan.

5.5.0 Examining and Grading Strengths, Weaknesses, Opportunities and Threats of GBCA

The retreat participants identified following and scored them as to their relative importance:

	INTERNAL		EXTERNAL	
	Strengths		Opportunities	
	Less bureaucratic operating structure		More population looking for cultural activities	
3	ASI		Better articulated benefits of the arts	3
1	Membership knowledge, people loving assuming arts and culture		ASI administrative support	4
1	Executive directors, a strength of GBCA		GBCA's reputation	
	Expertise		Funders are looking for networks and decision makers to deal with	
4	Being self-determining because of grassroots and independent stakeholders		Digital opportunities	
6	Current leadership		Big inroads because of contacts	
2	Whole stronger than its parts		More development activity in region that want art and culture	
			Turn around program	
			Greater understanding of the importance of arts and culture	
	Weakness		Treats	
	Service to Niagara County		Difficulty recognizing the organizations, ASI and GBCA	5
	Still to create a GBCA culture		Who are we	7
7	Message brand		No defined brand	1
5	Connecting with small and big organizations		Potential external criticism by prominent people	
8	Clarifying narrative		First digital generation	
1	Representing multicultural community		Education moving to common core versus arts	
11	Gap between steering committee and general membership		Weak partners could weaken us	
2	How ASI and GBCA is going to function		Loss of momentum internal and external	8
	Maybe experts but tunnel vision			
2	Executive directors taxed in terms of committing to GBCA			
	Need more leverage the expertise			
7	Question of effectively representing both Erie and Niagara counties			
1	No full-time staff (may not be a weakness)			
	Not enough resources/structure			

The following areas represented the greatest concerns, challenges and opportunities

Short-forms: Internal strength (IS)
Internal weakness (IW)
External opportunity (EO)
External threat (ET)

- 1) Steering Committee members felt that GBCA's strength is its current leadership (IS 6), its grassroots structure (IS 4) and the support of ASI (IS 3) (ES 4).
- 2) The greatest concern amongst the Steering Committee is the gap between steering committee and the general membership (IW 11). Further, participants indicated their needs to be a greater connection with small and big organizations (IW 5).
- 3) Concerns were expressed regarding GBCA's ability to effectively represent Niagara County (IW7)
- 4) Participants strongly felt that we need to clarify the narrative (IW 8), message and brand (IW 7) (ET 1), "who are we?" (ET 7), and it is difficult distinguishing GBCA from ASI (ET 5). All point to GBCA's need to have a clear communicable and distinguishable identity.
- 5) Loss of internal and external momentum was seen as a threat to the organization (ET 8).

5.6.0 Meeting of the Strategic Planning Committee May 20, 2013

The committee discussed the nature of the GBCA organization. Following are some notable comments:

Leadership/Governance

- GBCA is a think-tank and aims at collective effort.
- GBCA structure should support mobilizing individuals.

Membership engagement

- GBCA is a network of dedicated individuals characterized by the ability to mobilize, engage in collective action and are entrepreneurial.
- Entrepreneurial- openness, dense network culture, continually building commitment,
- GBCA is a collaborative.

Policy and Planning

- Planning a cultural policy
- Encouraging community conversations
- Ensuring arts and culture is at the table

Public awareness

- Personal brand
- Not defining Arts and Culture??
- Who are we as a whole?

Other comments

- GBCA is not a organization of arts and culture institutions but a collective of professionals
- GBCA is a network, a resource, a group of supportive individuals.
- The weak link is the lack of constant communications with its members.
- ASI has members with membership benefits. GBCA- is like the National Guard- allies that are called together when needed.
- GBCA is a body of individuals that can come together quickly when collective action is needed.
- GBCA is defined by what we are not. If ASI is the skeleton, GBCA is the heart and mind.
- If GBCA is individuals called to collective action why can't GBCA include those of like mind from the 5 counties of WNY?
- If GBCA allies expanded would the organization be effective in advocating/representing cultural organizations in Erie County?

Appendix A

Additional Comments from Participants in the Survey Monkey™ Survey

WHAT TO ADD TO THE GBCA's MISSION

21 Responses

consider adding reference to the economy such as private economic investment

2/11/2013 9:55 AM [View Responses](#)

smae answer as above.

2/9/2013 12:46 AM [View Responses](#)

Sugget deleting "creativity" - it's too intangible and thus an overreach. Also, suggest deleting "public and private" - it's simply "investment". In summary, "...to position arts and culture as critical community assets that are prioritized for investment and engagement."

2/9/2013 8:32 AM [View Responses](#)

this has always felt slightly clunky to me... and who is it speaking to? having the "our" in there makes it an internal mission rather than a broader community included one

2/7/2013 10:25 PM [View Responses](#)

At this point none

2/7/2013 6:09 PM [View Responses](#)

See above.

2/6/2013 3:32 PM [View Responses](#)

None

2/6/2013 3:29 PM [View Responses](#)

Just not familiar enough to suggest a change. A change to what?

1/31/2013 11:40 AM [View Responses](#)

Would add Erie and Niagara Counties

1/31/2013 9:46 AM [View Responses](#)

More collaboration with smaller institutions in the more suburban and rural areas seems needed.

1/30/2013 10:47 AM [View Responses](#)

Yearly grants

1/30/2013 10:11 AM [View Responses](#)

Less reliance on outside financing. We need to find ways to generate monies without being beholden to corporate interests (which in the case of WNY have not done much to improve the health of the community over the last 60 years). This requires engaging people in ways that s make them say that they are willing to give the arts some of their money instead of the Bills or Sabres or Darien lake or Cable.

1/30/2013 9:32 AM [View Responses](#)

none

1/30/2013 8:38 AM [View Responses](#)

Move beyond organizations to harness energy of individuals from all walks of life who value/support Buffalo arts/cultural community

1/29/2013 8:16 PM [View Responses](#)

Inclusiveness.

1/29/2013 1:32 PM [View Responses](#)

GBCA needs to serve their ENTIRE region - not be exclusive to the needs of BUFFALO culturals....

1/29/2013 1:01 PM [View Responses](#)

...culture and creativity, informing and sharing with our community the critical assets...

1/29/2013 12:40 AM [View Responses](#)

That a nice statement but where's the beef? I'd like to fly to the moon. Great mission statement but I have no idea how to get there.

1/29/2013 12:39 AM [View Responses](#)

I'm honored to be a member!

1/29/2013 12:28 AM [View Responses](#)

Communicate better with the smaller organizations to get more feedback, so that the ones heard least are given voice.

1/29/2013 12:21 AM [View Responses](#)

All of the orgs and groups must come together, currently they are all separate.

1/29/2013 11:55 AM [View Responses](#)

I think I mentioned them above. Just stay true to who you are. Don't be clingy and not let new energy in. I think you have done a great job laying the ground work now it's time to bring it to the next level. Community participation.

1/29/2013 11:54 AM [View Responses](#)

I agree with the stated mission. How is for-profit leadership (Board members perhaps) in the community being educated for when they are called upon to act? Is GBCA laying in-roads? We need more leaders (like the gentlemen from the Industrial Development Agency) to be comfortable and willing to advocate and speak out on our behalf.

1/29/2013 11:23 AM [View Responses](#)

replace "position" with "ensure arts culture and creativity, critical community assets are priority areas ..."

1/29/2013 10:50 AM [View Responses](#)

The mission of the GBCA is to bring together the community and the collective resources of our cultural organizations to create a vibrant social, economic and cultural setting for growth of individuals and public and private groups within the region.

1/29/2013 10:49 AM [View Responses](#)

notclear how those "resources" are to be harnessed

1/29/2013 10:39 AM [View Responses](#)

That's only part of it. It should add services to the field.

1/29/2013 10:34 AM [View Responses](#)

Harness suggests control- how about something like leverage resources of our community to utilize arts, as necessary and essential assets- requiring public and priviae investment and engagement. Those legislators down in Texas outlawed critical thinking because to them, c ritical means negative.

1/29/2013 10:34 AM [View Responses](#)

None

1/29/2013 10:27 AM [View Responses](#)

SUGGESTIONS TO CHANGES IN GBCA's VISION

I don't have the impression that GBCA has enough clout yet to truly affect advocacy changes. It will take many voices and many arts groups to do so. However, it is necessary to keep growing GBCA in order to be a stronger voice.

2/11/2013 10:36 AM [View Responses](#)

I don't have enough knowlege depth right now.

2/9/2013 12:46 AM [View Responses](#)

"...a community that values the integral role that arts and culture play in our region's success."

2/9/2013 8:32 AM [View Responses](#)

That Locust Street Art Classes become more involved with your organization.

2/8/2013 12:59 AM [View Responses](#)

The meeting to more open to all art organizations and not just a few.

2/7/2013 6:09 PM [View Responses](#)

More effort towards areas outside Greater BUffalo, for example Market Street Art Center in Lockport.....

2/7/2013 3:22 PM [View Responses](#)

be more vocal and more out in the public eye

2/7/2013 3:17 PM [View Responses](#)

I'm not familiar enough with GBCA to make any recommendations, although I applaud the work they put forth in lobbying the need for a strong arts and culture community in WNY - in an area where we are "economically depressed" it's important to maintain an avenue towards artistic and creative expression.

2/6/2013 3:32 PM [View Responses](#)

Can't think of any changes. I like the way you are promoting arts and culture.

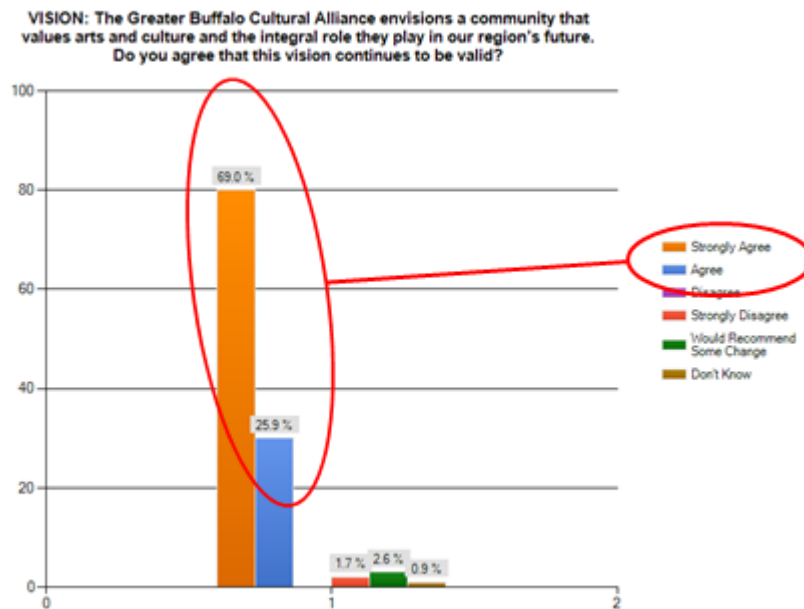
2/6/2013 3:29 PM [View Responses](#)

Accomplished in part through education

2/3/2013 7:28 PM [View Responses](#)

Just not familiar enough to suggest a change. A change to what?

1/31/2013 11:40 AM [View Responses](#)



Include outer areas more fully

1/30/2013 1:33 PM [View Responses](#)

I would narrow the scope of "community" to the sectors of the community that you most often advocate to, including local government.

1/30/2013 1:30 PM [View Responses](#)

I am not familiar enough

1/30/2013 10:45 AM [View Responses](#)

yearly grants

1/30/2013 10:11 AM [View Responses](#)

Less recycling of the same people. More harnessing of small grassroots artists and arts organizations

1/30/2013 9:32 AM [View Responses](#)

none

1/30/2013 8:38 AM [View Responses](#)

Communication.

1/29/2013 1:32 PM [View Responses](#)

GBCA's focus community must demonstrate its reach to the GREATER buffalo area better

1/29/2013 1:01 PM [View Responses](#)

Governmental support and greater promotion of cultural organizations

1/29/2013 12:48 AM [View Responses](#)

...role they play in our region's economic and socio-political future.

1/29/2013 12:40 AM [View Responses](#)

Would like to see a steady stream of information disbursed that proves this point.

1/29/2013 12:39 AM [View Responses](#)

I especially look forward to the next quarterly meeting. The reports, sharing, networking (great food, too) at Pearl St Grill was enriching and significant

1/29/2013 12:28 AM [View Responses](#)

Need to better define what the "region" is that is being served - is it Buffalo? Erie County? Erie and Niagara counties? A larger five- or eight-county region? That will allow for better strategy as far as who need to be influenced and how that can be achieved.

1/29/2013 12:21 AM [View Responses](#)

Better Public relations for the orgs, events and groups we have in this region.

1/29/2013 11:55 AM [View Responses](#)

I'd like more information regarding meeting. I'd like to see the GBCA continue the Arts Council Luncheon. Of course the name can be changed to the GBCA Arts Luncheon. It just was so great to recognize the Artist Community to include the: fine arts, design, craft arts, spoken word, music, theater, dance, culinary etc. I think it's very important to Great i bet your excited to get home. And the loan ? Babe what wii your phone number be on USA ? Please answer me today. Ok continue this and have a place past recipients can still be respected. I think in addition. Another event like a Artist Ball or public project should be consider. I think a annual non juried exhibit maybe for members. So in retrospect I think individual Artist need to be recognized & the community needs to be able to participate.

1/29/2013 11:54 AM [View Responses](#)

1) Structure the "information sharing" at the beginning of meetings differently. Instead of being a "PR opportunity" for organizations it should be a "knowledge sharing opportunity". What have other organizations DISCOVERED that everyone in the room should know about - webinars, funding opportunities, cost-saving initiatives, staff development resources etc... 2) Provide a printed meeting agenda 3) Provide a brief, bullet pointed summary of GBCA activities and needs from the membership 4) Meet in a facility that is conducive to a meeting - Pearl Street Brewery & Rivera Theatre were extremely challenging. 5) There have been several instances where we have participated in Break-Out Sessions...what has happened to the information that was gathered? Let us know results. 6) Give advocacy take-aways or to-dos - eg. 1 thing GBCA recommends that organizations should do before the next meeting, a few tips or reminders about how you can develop a culture of advocacy within your organization. 7) We have an alphabet soup of collaborations/coalitions/initiatives in Buffalo/Niagara - ASI, GBCA, TAB, CAPC, APL, CAN, G4G to name a few. Can GBCA be more directive on how these groups should participate in advocacy efforts? 8) Offer meeting minutes as a reminder for individuals who attended and for groups that were not in attendance to catch up or stay informed.

1/29/2013 11:23 AM [View Responses](#)

Delete "that values" and replace with "where arts and culture play a leading, integral role in our region's future."

1/29/2013 10:50 AM [View Responses](#)

The GBCA envisions a region where arts and culture are integral to building communities of people who live, work, and play together.

1/29/2013 10:49 AM [View Responses](#)

It is disingenuous to claim GBCA is a regional advocate when its primary focus is Erie County.

1/29/2013 10:44 AM [View Responses](#)

A newsletter perhaps..although the e-mail serves I guess

1/29/2013 10:39 AM [View Responses](#)

GBCA should concentrate on advocating for Erie County, since that is where its focus has been and the organization has been very successful there. You cannot be all things to all people.

1/29/2013 10:37 AM [View Responses](#)

Suggest a qualifier to "community" that explicitly states that all (income, rural/urban, participants, etc)benefit from flourishing arts community

1/29/2013 10:34 AM [View Responses](#)

Question 2: my response is Maybe. I do not know what CAGB does, ASI is much more visible.

1/29/2013 10:33 AM [View Responses](#)

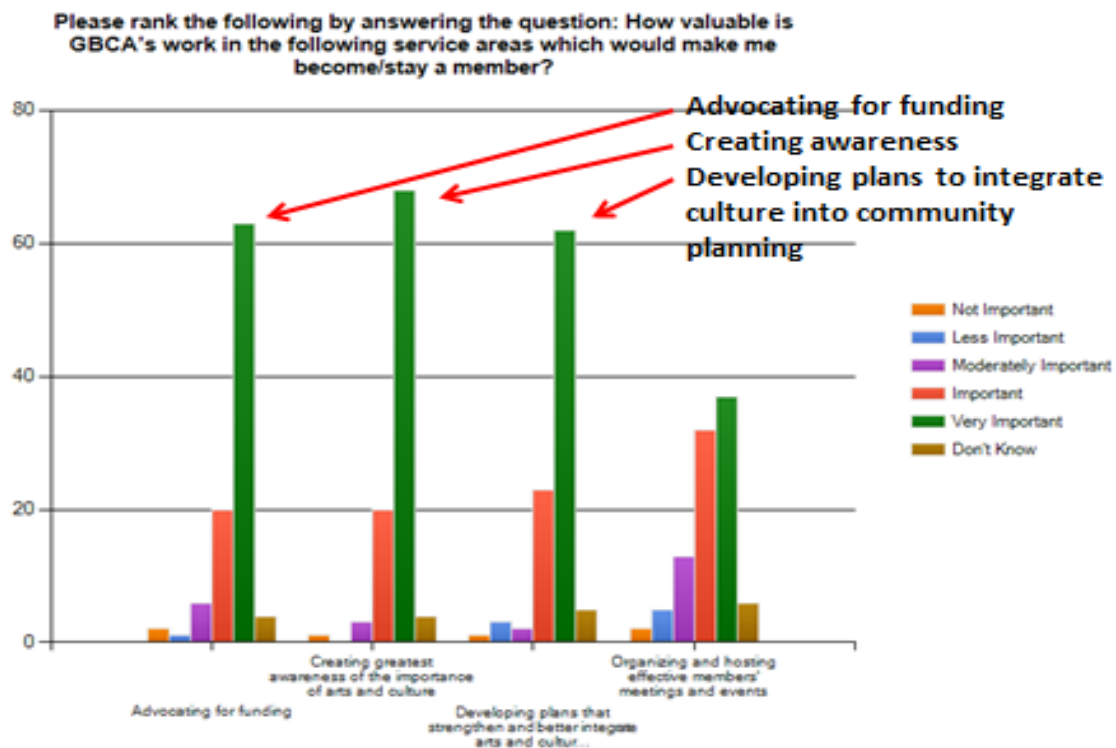
Make it easier to get funding for arts groups that perform for children.

1/29/2013 10:28 AM [View Responses](#)

None.

1/29/2013 10:27 AM [View Responses](#)

WHAT TO ADD TO GBCA PRIORITIES



21 responses

Niagara County's advocacy should be a priority of CAN.

2/12/2013 9:28 AM [View Responses](#)

Include all of the Southern Tier

2/11/2013 10:42 AM [View Responses](#)

Again, the voices need to be stronger. I would like this to be priority, but I do not get the impression that it is.

2/11/2013 10:37 AM [View Responses](#)

I think looking for funding outside the normal local avenues would be advantageous and necessary to help assist the arts community. Nationally, through the NEA and through private endowments I think WNY should be able to find additional funds that would not put more stress on the local economy (in the way of higher taxes to help fund the arts scene).

2/6/2013 3:34 PM [View Responses](#)

Greater access to said funding.

1/31/2013 11:40 AM [View Responses](#)

GBCA doesn't really cover Niagara County very effectively, but the priorities are good for Erie.

1/30/2013 2:10 PM [View Responses](#)

LESS EMPHASIS ON-GBCA's priorities are to advocate for government and non-government funding and other forms of support

1/30/2013 9:33 AM [View Responses](#)

none

1/30/2013 8:39 AM [View Responses](#)

Continue to expand and strengthen this advocacy: both counties

1/29/2013 1:01 PM [View Responses](#)

Again, priorities, missions.... words, words, words... this would be a more meaningful question if it read "BBCA's 'PLAN' to promote is ... etc. Do you agree?"

1/29/2013 12:42 AM [View Responses](#)

Please keep me posted about critical opportunities for advocacy

1/29/2013 12:29 AM [View Responses](#)

This is a lot to tackle. Some of this work might be best served by some of the other collectives recently established in the cultural community.

1/29/2013 12:22 AM [View Responses](#)

A concentration on tourism to highlight our amazing institutions and draw visitors from out of town

1/29/2013 10:55 AM [View Responses](#)

replace "promote" with "demonstrate the significant impact ..."

1/29/2013 10:51 AM [View Responses](#)

Priority should include advocating for arts and cultural organizations at the community level as well - people drive government and business institutions!

1/29/2013 10:50 AM [View Responses](#)

I see little benefit in Nlagara County or effort.

1/29/2013 10:45 AM [View Responses](#)

last clause "and, to develop planning in policy to effect and ensure greater access and greater integration into the fabric of community life.

1/29/2013 10:37 AM [View Responses](#)

It should add services to the field. Advocating for funding is something that GBCA can do in a limited way, mostly for County funding. Advocating for non-governmental funding is NOT particularly helpful....

1/29/2013 10:36 AM [View Responses](#)

Kudos on restoring credibility with govt funders. There needs to be work done to get a seat at the economic development tables and the business community. Make sure the govt pledge to dedicate % of funds to art in new builds is honored. Inspire business leaders/developers to become more engaged with arts orgs and individual artists

1/29/2013 10:35 AM [View Responses](#)

Start with the Buffalo Arts Council, they have money that they can't figure out how to give out. Be more visible, and prove that you are not redundant.

1/29/2013 10:34 AM [View Responses](#)

None.

1/29/2013 10:27 AM [View Responses](#)

WHAT SERVICES SHOULD GBCA PROVIDE IN ORDER TO INCREASE MEMBERS' INVOLVEMENT?

90 Responses

A more effective committee structure

2/12/2013 9:56 AM [View Responses](#)

I appreciate the advocacy training sessions

2/11/2013 5:01 PM [View Responses](#)

Don't know!

2/11/2013 3:31 PM [View Responses](#)

More information to the public.

2/11/2013 11:01 AM [View Responses](#)

I appreciate the emails. I look forward to them and find them relevant and informative. I would like more excitement and enthusiasm to come from GBCA in terms of advocacy and encouraging independent artists to step forward... not just organizations.

2/11/2013 10:40 AM [View Responses](#)

Not sure.

2/11/2013 10:03 AM [View Responses](#)

Not sure if there is specific support for small organizations, so perhaps a mentoring program linking small and large organizations.

2/11/2013 10:03 AM [View Responses](#)

professional development

2/11/2013 7:51 AM [View Responses](#)

I remain unsure.

2/9/2013 12:49 AM [View Responses](#)

Don't know.

2/9/2013 8:51 AM [View Responses](#)

more legislator educational opportunities

2/8/2013 8:48 PM [View Responses](#)

A greater presence.

2/8/2013 11:27 AM [View Responses](#)

Standardized schedule.

2/8/2013 9:33 AM [View Responses](#)

Fund Raising

2/8/2013 8:44 AM [View Responses](#)

Encourage smaller cultural groups to become involved

2/8/2013 1:07 AM [View Responses](#)

direct outreach and personal calls/invites, bring a "friend" to a meeting or committee meeting, and specific tasks/charges people can take back to their organizations for greater engagement.

2/7/2013 10:29 PM [View Responses](#)

Individuals/groups being aware that it is important to be involved

2/7/2013 6:17 PM [View Responses](#)

networking and collaboration opportunities

2/7/2013 4:40 PM [View Responses](#)

increase social media presence and frequency

2/7/2013 3:31 PM [View Responses](#)

Greater awareness of the organization

2/7/2013 3:30 PM [View Responses](#)

Informal mingles. Maybe small parties that revolve around a certain theme.

2/7/2013 3:24 PM [View Responses](#)

2/7/2013 3:20 PM [View Responses](#)

Be more present

2/7/2013 3:20 PM [View Responses](#)

Simple, direct communication. Define what it means to be a member and what we hope they will contribute overall to the greater good of the arts/culture community. Organize members to turn out for advocacy and tell them why, and what they can do on their own. Involve them, find opportunities for social networking. Create opportunities to introduce them to the wealth of arts available here and get them to see past their own interests -- focus on the big picture.

2/7/2013 3:06 PM [View Responses](#)

There is still confusion about the various roles of GBCA and ASI. I don't think this is a result of lack of communication on the part of these groups, but it continues to be a challenge.

2/7/2013 7:49 AM [View Responses](#)

No specific idea

2/6/2013 3:54 PM [View Responses](#)

It seems that the greatest hindrance to encouraging member involvement is the daily schedules of members - the earlier the notification that cooperation/involvement is needed, the better (several months in advance, if possible)

2/6/2013 3:42 PM [View Responses](#)

A stronger social media presence utilizing it's existing membership to promote greater membership involvement - I would probably be a more if I had heard of this group prior to seeing the TAB posting on facebook.

2/6/2013 3:38 PM [View Responses](#)

Don't know

2/4/2013 10:03 PM [View Responses](#)

Don't know

2/3/2013 7:32 PM [View Responses](#)

Continued robust information sharing and opportunities to work for common benefit on issues beyond just funding.

2/1/2013 7:32 AM [View Responses](#)

not sure

1/31/2013 12:55 AM [View Responses](#)

More funding opportunities made easy. More opportunities for people to engage with artists free of charge.

1/31/2013 11:45 AM [View Responses](#)

Perhaps spotlighting premiere cultural events as a nominal co-sponsor.

1/31/2013 11:42 AM [View Responses](#)

Inservice opportunities on many topics-fundraising, marketing, finding board members, community needs, etc.

1/31/2013 11:05 AM [View Responses](#)

Don't know

1/31/2013 9:51 AM [View Responses](#)

Not sure.

1/30/2013 2:11 PM [View Responses](#)

Develop some low cost areas in the city to promote as artist zones like the Broadway Fillmore area.

1/30/2013 12:58 AM [View Responses](#)

No suggestions at this time

1/30/2013 11:19 AM [View Responses](#)

Continued workshops.

1/30/2013 10:51 AM [View Responses](#)

More awareness of agendas for people

1/30/2013 10:21 AM [View Responses](#)

Grants for the ARTS

1/30/2013 10:18 AM [View Responses](#)

General information that is accessible online by members. Posted articles, studies, websites, links, etc. that offer information about the benefit of the Arts, Arts advocacy, Arts opportunities, Arts information, Community news of successful Arts based initiatives and Arts models, etc. Shared info that can be used for grants, presentations, persuasive conversation, advocacy, etc.

1/30/2013 10:06 AM [View Responses](#)

New faces

1/30/2013 9:36 AM [View Responses](#)

Partner with org. members on specific topics for individual members.

1/30/2013 9:29 AM [View Responses](#)

assistance with individual organizational advancement

1/30/2013 8:51 AM [View Responses](#)

Not sure

1/29/2013 9:14 PM [View Responses](#)

Hands on workshops for org. Development

1/29/2013 8:20 PM [View Responses](#)

I am new, so far so good. Perhaps an orientation for newbies.

1/29/2013 4:43 PM [View Responses](#)

not sure

1/29/2013 3:28 PM [View Responses](#)

clarification on ASI role/position in GBCA activities

1/29/2013 3:08 PM [View Responses](#)

In site visit. Provide information previous of the visit. Better if is a program running or performing.

1/29/2013 2:09 PM [View Responses](#)

Try letting people know what you're doin.

1/29/2013 1:41 PM [View Responses](#)

Working with ASI to strengthen the region's cultural - Niagara and Erie - to function more as a group (united)

1/29/2013 1:05 PM [View Responses](#)

Increase one's sense of belonging to a cultural community.

1/29/2013 12:50 AM [View Responses](#)

Working on establishing a dedicated source of annual funding for the cultural organizations.

1/29/2013 12:44 AM [View Responses](#)

Connect consistently with PK-16 education institutions.

1/29/2013 12:43 AM [View Responses](#)

don't know

1/29/2013 12:39 AM [View Responses](#)

I don't have an opinion here. Keep on doing what you're doing for us all!

1/29/2013 12:33 AM [View Responses](#)

Guest speakers that can address specific key topics of interest and encourage interaction with the membership on said topics that will lead to action and not talk of committee meetings, etc.

1/29/2013 12:28 AM [View Responses](#)

More events/mixers for arts and cultural organizations

1/29/2013 12:03 AM [View Responses](#)

Public Relations.

1/29/2013 11:57 AM [View Responses](#)

financial planning/advice

1/29/2013 11:55 AM [View Responses](#)

A track record in obtaining grants.

1/29/2013 11:40 AM [View Responses](#)

GBCA is providing a tangible service already. It needs to be made clear and more SPECIFIC what is needed from members on a day-to-day operations basis...when meetings are...who is in charge of what..what are the obligations/role & responsibilities...time commitment. Also, since the leadership team is currently VERY strong and well spoken it can be a bit intimidating to volunteer ~ "How can I really help (especially if I am less familiar with advocacy/policy vernacular)?" I believe that for the most part people think "they" just handle it.

1/29/2013 11:36 AM [View Responses](#)

newsletter of cultural events

1/29/2013 11:27 AM [View Responses](#)

Shared resources

1/29/2013 11:26 AM [View Responses](#)

Site visits

1/29/2013 11:26 AM [View Responses](#)

reach out personally to senior staff at organizations to solicit involvement

1/29/2013 11:24 AM [View Responses](#)

Great membership voice... hard to do though!

1/29/2013 11:16 AM [View Responses](#)

technology resource sharing

1/29/2013 11:12 AM [View Responses](#)

Reaching out to the general public and other individual artists

1/29/2013 11:09 AM [View Responses](#)

Connect more to community groups (schools, churches, youth groups, adult groups, etc)

1/29/2013 10:58 AM [View Responses](#)

Validation of itself.

1/29/2013 10:56 AM [View Responses](#)

Keep building the connection with govt and business leaders - when GBCA is at the table influencing far reaching policy decisions at the local, county, region and state levels arts orgs will then understand your value

1/29/2013 10:51 AM [View Responses](#)

It does not fit the needs of my organization

1/29/2013 10:49 AM [View Responses](#)

bringing organizations together on a somewhat regular basis

1/29/2013 10:44 AM [View Responses](#)

To let the organizations help set the priorities...and services to the field. So far, it seems to have a top-down management style regarding cultural organizations.

1/29/2013 10:44 AM [View Responses](#)

Reach beyond executive directors to the professional staff of cultural organizations to enlarge the leadership pool.

1/29/2013 10:42 AM [View Responses](#)

discussions of relationship between local arts and education... to provide an overview

1/29/2013 10:40 AM [View Responses](#)

Who are you?

1/29/2013 10:39 AM [View Responses](#)

Don't know

1/29/2013 10:39 AM [View Responses](#)

Don't know

1/29/2013 10:38 AM [View Responses](#)

frequent e-mails

1/29/2013 10:36 AM [View Responses](#)

Funding, showcase opportunities

1/29/2013 10:36 AM [View Responses](#)

Not sure

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don't know

1/29/2013 10:35 AM [View Responses](#)

More "action" items to give to members so they know what is expected of them.

1/29/2013 10:32 AM [View Responses](#)

shorter surveys -- this is ridiculously long and repetitive!

1/29/2013 10:31 AM [View Responses](#)

Not sure.

1/29/2013 10:30 AM [View Responses](#)

Summary of above comments

Adjust Meeting Structure

- Make meetings more effective;
- Standardize schedule;
- More action items;
- Guest speakers;
- Networking opportunities;
- Opportunities to introduce newer people;
- Mingling; and
- Send notices early.

Add Training Opportunities

- More like the advocacy training;
- Professional development;
- Fundraising and financial planning;
- Finding board members; and
- Assist smaller organizations.

Get more information out there

- Informative emails;
- Social media;
- Sharing stories;
- Articles and examples of successes; and
- Possibly a newsletter.

Greater Outreach

- Bring a friend;
- Reach out and persuade someone to attend,
- ED encourage staff members to attend;

Change the Look of GBCA

- Get different people up there, look top down;
- More smaller groups; and
- Different groups.