



# STRATEGIC PLAN

## FY19 – FY21

**S**ince 2004, Bravo Greater Des Moines has been a critical regional partner in strengthening the role of arts, culture and heritage in central Iowa. Funded almost entirely by hotel/motel tax revenues generously contributed by seventeen local government partners, Bravo has elevated the region’s cultural landscape for almost 15 years.

The last decade in Greater Des Moines has shown that a rich cultural ecosystem directly contributes to a thriving region. The growth in the number of arts, culture and heritage organizations, programs, concerts, exhibits and performances demonstrates that residents and visitors have an appetite for a broad range of experiences in a variety of venues throughout the region. In addition to building community and strengthening connections through shared experiences, arts, culture and heritage organizations are also essential economic engines, contributing more than \$185 million annually to the regional economy. There can be no question that arts, culture and heritage play a significant role in making Greater Des Moines a thriving, vibrant region.

This strategic plan was built to enhance Bravo’s service to the community over the next three years. The plan embraces a vision for Bravo that is bigger than grantmaking and uniquely positions Bravo to amplify the deep connections between arts, culture and heritage and regional social, economic and business priorities.

This plan is a living document, regularly referred to and subject to change so that Bravo can remain nimble, responsive and relevant. As the organization evolves to reflect the community’s desire for more, we recognize that our cultural and community partners are essential allies in implementing this work and look forward to strengthening collaboration to increase our collective impact.

# Vision

Arts, culture and heritage elevate and enrich a vibrant Greater Des Moines.

# Mission

Bravo Greater Des Moines leverages community resources to maximize the impact of arts, culture and heritage to advance regional priorities.

# Core Values

*Collaborative:* Bravo collaborates with all community partners to define and achieve long-term success for arts, culture and heritage.

*Inclusive:* Bravo values diversity, and we promote a culture of equity and inclusion.

*Accountable:* Bravo acts with integrity and transparency, allocating resources responsibly and as good stewards of public funds.

*Regional:* Bravo invests where resources have the most impact on regional priorities.

*Opportunistic:* Bravo consistently delivers on core functions while remaining nimble to respond strategically to regional priorities.

*Passionate:* Bravo stakeholders are passionate about arts, culture and heritage and the benefits Bravo brings to Greater Des Moines.

# INVEST STRATEGICALLY IN ARTS, CULTURE, AND HERITAGE.

**Develop** sustainable, high-impact community investment programs that align with regional and cultural priorities.

**Define** success metrics for Bravo's community investment function and develop mechanisms to track and report those metrics.

**Experiment** with ways to expand impact of community investments, particularly in parts of the region that currently lack meaningful Bravo support for their cultural assets.

**Implement** program changes thoughtfully and with a spirit of partnership and collaboration.

## DESIRED OUTCOMES:

Relevant and reliable data are available to measure and report on the impact of Bravo's community investments.

Community investment strategies and processes are diverse, equitable, and inclusive.

Bravo's community investment work strengthens the region's cultural priorities.

# LEAD ADVANCEMENT OF REGIONAL CULTURAL PRIORITIES BEYOND GRANTMAKING.

**Work** with cultural and community partners to identify and prioritize opportunities where Bravo can play a unique, collaborative and additive role in strengthening the impact of arts, culture and heritage on regional priorities.

**Align** Bravo's public identity with our vision and leadership role.

**Build** networks for creative individuals, cultural organizations and the community at large to connect, engage, interact and learn.

**Create** a shared understanding of cultural equity and its significance to regional priorities for policy makers, arts and community leaders, and key stakeholders.

## DESIRED OUTCOMES:

Arts, culture, and heritage are recognized as essential drivers of economic development and quality of life in Greater Des Moines.

Bravo's mission, vision, values and relevance to the region are well-understood by key stakeholders who are ambassadors and advocates for the organization.

Opportunities for the cultural community to thrive are enhanced.

# ENSURE BRAVO HAS THE PEOPLE, STRUCTURE AND SYSTEMS TO SUPPORT SUCCESS.

**Align** organizational systems and structure to support community investment and community impact priorities.

**Maintain** Bravo's reputation as a trusted steward of public resources.

**Recruit**, educate, train, and engage Board and community leadership to be well-informed and energized about Bravo and their role in advancing its work.

**Align** Bravo staff and resources to execute on this plan and its strategic objectives.

## DESIRED OUTCOMES:

Bravo's Board and professional staff team work together to enhance Bravo's service to cultural and community partners.

Bravo's policies, procedures, systems, and structures are efficient and sustainable, allowing focus on advancing on mission and goals.

Key Bravo stakeholders have opportunities for ongoing education and training to ensure engagement and effectiveness.

## STRATEGIC PLAN FOUNDATION AND PROCESS

**B**ravo's strategic plan will guide the work of the organization for the next three years, but Bravo's success is directly linked to achievement of much larger, regional objectives. This plan builds on extensive community planning work already completed, particularly Greater Des Moines' Capital Crossroads effort, launched in 2012 and refreshed in 2017, and the Regional Cultural Assessment, funded by Bravo and completed in 2017.

### REGIONAL PRIORITIES

Capital Crossroads identified eight catalyst priorities that will generate the highest implementation value for regional stakeholders:

- Downtown and neighborhood vitality
- Good business and entrepreneur climate
- Creative and engaged workforce
- Model of leadership in diversity, inclusion, equity and access
- User-friendly, well connected regional transport system
- Different housing types, costs, styles and locations
- Collaboration among local and regional governing bodies
- Global leader in water quality and soil health

Arts, culture and heritage are not separate from these catalyst areas, but rather integral to their success and the Regional Cultural Assessment focused on identifying ways the sector can help advance, support and grow these efforts.

### FOUR DEEPLY INTERCONNECTED CULTURAL PRIORITIES EMERGED

- **EVERY DAY, EVERYWHERE ART**  
Generate more spontaneous artistic and cultural connections in new and different places.
- **STRENGTHEN THE CREATIVE ECONOMY** Develop the talent and skillsets of creative entrepreneurs and artists.
- **CULTURAL TAPESTRY** Support arts, culture, and heritage as diverse, accessible, inclusive, and equitable throughout Central Iowa.
- **YOUTH CONNECTIONS** Ensure that all young people in the region have access to a rich array of creative and cultural experiences, both formal and informal, educational and recreational.

Many existing arts organizations and artists are already positively impacting these priorities with hundreds of programs. With this strategic plan, Bravo seeks to highlight the unique role our organization can play in further advancing these regional objectives.

## STRATEGIC PLANNING PROCESS

The strategic planning process included input from key stakeholders to ensure that Bravo's understanding of our role evolved to meet community needs. The discussion actually began in 2016 with the Regional Cultural Assessment (RCA). More than 800 people provided input through surveys, community conversations, stakeholder group interviews and meetings. Individual artists, educators, municipal and community leaders, activists and representatives of organizations working in the arts, culture and heritage sector weighed in to draw a picture of where the region sits currently and build a vision for a path forward.

In September 2017, Bravo contracted with Arts Consulting Group to help build a plan for Bravo that capitalized on the momentum of the RCA with specific, measurable implementation actions Bravo specifically could take to respond to regional priorities outlined. Rebekah Lambert, lead consultant on Bravo's 2015-2018 strategic plan and collaborator on the RCA, led the effort. The input process included a full-day retreat for Bravo's entire Board of Directors where Bravo's strengths, weaknesses, opportunities and threats were deeply discussed and prioritized. In addition, an Advisory Group of key community leaders with connections to Bravo's work was convened to ensure that broad perspectives were included in the discussion. Bravo's cultural and community partners were represented in each group and engaged at several additional points along the way. A Strategic Planning Committee of the Board was also convened to ensure that input was

reviewed, prioritized and thoughtfully incorporated throughout the process.

All stakeholder engagement provided good clarity of perception about Bravo at this point in time, and strong clusters of interest and intent and clear confirmation of where to focus for the next three years. Core themes include:

- Over the past 3 years, Bravo has accomplished a lot; the organization is poised for the next big step forward.
- There is strong momentum for activating on the cultural priorities identified through the Regional Cultural Assessment.
- Bravo is in a strong, stable position but can be doing more to support the region.
- People know of Bravo but don't know what we do or what essential value we provide.
- There's a vision for Bravo that is bigger than grantmaking. The organization can invest community resources with excellence and play a unique role for the region without overlapping with roles others are better positioned to play.

This input and engagement has led to a plan that is relevant and exciting, capitalizing on momentum and interest to drive Bravo forward. Internally, it will drive organizational decision-making and resource allocation. Externally, it will be a tool to help key stakeholders understand and appreciate the unique role Bravo Greater Des Moines plays for the region.

## FY18 BOARD OF DIRECTORS

### *President*

**Sean Vicente\*\***

KPMG LLP

### *Vice President and Treasurer*

**Jim Sandager\*\***

City of West Des Moines

### *Secretary*

**Kathryn Kunert+**

MidAmerican Energy

**Jill Altringer**

City of Grimes

**Bob Andeweg**

City of Urbandale

**Anna Bergman**

City of Waukee

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Des Moines Art Center

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Hubbell Realty Company

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Greater Des Moines Botanical Garden

**Emily Kessinger**

The Weitz Company

**Stephen King**

Des Moines Arts Festival

**Bob Kling**

City of Indianola

**Sara Kurovski+**

City of Pleasant Hill

**David Lester**

City of Norwalk

**Proctor Lureman**

UnityPoint Health – Des Moines

**Robert Miller**

City of Polk City

**Katie Patterson**

Happy Medium

**Ruth Randleman**

City of Carlisle

**Paul Schlueter**

Flynn Wright

**Tiffany Tauscheck\*\***

Greater Des Moines Partnership

**Georgia Van Gundy+**

Iowa Business Council

**Susan Voss**

American Enterprise Group

**Kerry Walter-Ashby**

City of Ankeny

**Sally Dix (ex-officio)\*\***

Bravo Executive Director

\* Strategic Planning Committee

+ Bravo Board of Directors Executive Committee



## STRATEGIC PLAN ADVISORY GROUP

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### **Terree Caldwell-Johnson**

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### **Michael Egel**

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Des Moines Metro Opera

### **Mat Greiner**

Group Creative Services

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Consulting International

### **Matt Harris**

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Iowa Arts Council

### **Ruth Haus**

President, Living History Farms

### **Daniel Hoffman-Zinnel**

Executive Director, One Iowa

### **Hannah Inman**

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Great Outdoors Foundation

### **Kristi Knous**

President, Community Foundation of  
Greater Des Moines

### **Sharon Krause**

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### **Matt McQuillen**

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Bankers Trust

### **Emmett Phillips**

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Family Urban Movement

### **Nikki Syverson**

Director, Capital Crossroads

### **Jordan Weber**

Individual Artist

### **Connie Wimer**

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Corporation

## BRAVO STAFF

### **Sally Dix**

Executive Director

### **Amy Saylor**

Operations and  
Systems Coordinator

## STRATEGIC PLANNING CONSULTANT

### **Rebekah Lambert**

Senior Vice President,  
Arts Consulting Group

## BRAVO LOCAL GOVERNMENT PARTNERS

Altoona

Ankeny

Bondurant

Carlisle

Clive

Des Moines

Grimes

Indianola

Johnston

Norwalk

Pleasant Hill

Polk County

Polk City

Urbandale

Waukee

West Des Moines

Windsor Heights



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