

Paint Creek Center for the Arts

2008 – 2012 Strategic Plan

MISSION, VISION, VALUES AND GOALS

MISSION

The mission of Paint Creek Center for the Arts is to enhance life in the region by promoting, encouraging and creating opportunities to participate in and appreciate the arts.

VISION

Creating a Passion for Art

VALUES

- Advocacy:** Encouraging wide-spread support for the arts
- Excellence:** Ensuring the highest quality in practices, programs and staff
- Innovation:** Working together with the regional community in new ways through partnership, collaboration and shared resources
- Opportunity:** Providing a nurturing place for appreciation of and participation in creative experimentation and expression
- Outreach:** Playing a significant role in the artistic, educational and cultural life of the region
- Understanding:** Promoting learning about the richness of the arts, the diversity of culture and the inspiration of local history

STRATEGIC GOALS

- Serve as a catalyst for artistic creativity and discovery
- Expand regional awareness and use of our quality programs and activities
- Develop a broad sense of personal ownership in PCCA
- Enhance the effectiveness of organizational infrastructure
- Upgrade facility through expansion and renovation or relocation to create a welcoming and attractive facility

ORGANIZATIONAL OVERVIEW

In 1965, after several years of planning, a visionary group of local artists and community leaders established the Rochester Arts Commission for the purpose of presenting the Art & Apples Festival, an outdoor art fair combining cultural activity with community spirit. Seventeen years later, the Commission used proceeds generated from the annual Festival to establish Paint Creek Center for the Arts (PCCA). The Commission's objective was for PCCA to serve as the focal point for cultural activities in the Rochester area.

Since 1982, PCCA has been dedicated to promoting the arts and artistic excellence through a full range of cultural programs including exhibitions, studio art classes, outreach programs, community involvement projects, and the Art & Apples Festival.

PCCA is committed to creating opportunities for artists to exhibit original works. The exhibition season includes approximately six group shows and eight solo exhibits. In addition, PCCA produces exhibition catalogues, artist profiles, and presents public lectures in conjunction with each exhibition. Annually, nearly 250 professional artists participate in exhibitions.

Art education classes are offered in a variety of media for all ages and levels of experience. Drawing, painting, ceramics, photography, and summer camps are the core of PCCA's programming. In addition to its arts education offerings, PCCA contributes art class scholarships to local students with need through area schools and organizations, and awards two \$1000 college scholarships annually to promising high school seniors from Wayne, Oakland and Macomb counties planning to further their fine art studies.

PCCA may be best known for presenting the Art & Apples Festival, a nationally acclaimed fine art fair held annually the weekend after Labor Day. The second largest fine art fair in Michigan, Art & Apples welcomes more than 250 exhibiting artists and over 125,000 visitors to the beautiful 30-acre Rochester Municipal Park where fine art, performances, and homemade apple pies can be enjoyed by all.

PCCA programs reach many different segments of the region and serve as tools for community enhancement and economic development by improving quality of life and drawing visitors to the area. PCCA is an important cultural resource and destination, and a vital presence in greater Rochester's diverse and growing business and residential community.

DEFINITIONS

Region: PCCA defines its region as the geographic area with Holly at the north, Troy at the south, Pontiac to the west and Mt. Clemens to the east.

Southeast Michigan: This is the seven-county area which includes Oakland, Macomb, St. Clair, Livingston, Washtenaw, Wayne, and Monroe counties.

STRATEGIC GOAL 1

SERVE AS A CATALYST FOR ARTISTIC CREATIVITY AND DISCOVERY

Objective 1

Foster the cultural growth of the region

Strategies:

1. Establish a collaborative link between arts organizations in the region
2. Provide programming which educates the public on the importance of arts in the region
3. Expand the “art in public spaces” program exposing larger audiences to fine arts

Objective 2

Contribute to the uniqueness of Metro Detroit

Strategies:

1. Provide exhibition opportunities for emerging and established artists from southeast Michigan
2. Continue to present the annual Art & Apples Festival with efforts to maintain national ranking
3. Offer creative opportunities for all types of individuals through a variety of programs and experiences that encourage art appreciation and demonstrate the value of the arts

Objective 3

Support Michigan artists and creators of culture

Strategies:

1. Assist developing artists reach their potential through lifelong learning programs
2. Serve as a resource to schools to exhibit and encourage young artists
3. Expand PCCA’s scholarship program for high school seniors planning to pursue fine art studies

STRATEGIC GOAL 2

EXPAND REGIONAL AWARENESS AND USE OF PCCA'S QUALITY PROGRAMS AND ACTIVITIES

Objective 1

Create programming of interest to all members of the region

Strategies:

1. Provide free and open access to exhibits, gallery talks and other outreach events.
2. Strive to reach many different segments of the region and serve as a tool for regional enhancement and economic development, by enriching quality of life and drawing visitors to the area
3. Grow PCCA identity as an important cultural resource and destination; serve as a vital presence in the region's diverse and growing business and residential communities.

Objective 2

Develop and expand partnerships within the greater Rochester community and the region beyond

Strategies:

1. Strengthen, nurture and expand existing collaborations with cultural and community organizations such as Leader Dogs for the Blind, Paint a Miracle, Rochester Community Schools, Leadership Greater Rochester and others
2. Prioritize commitment to provide free hands-on art activities for children at events such as the Rochester Hill Museum's annual Stonewall Pumpkin Festival at Van Hoosen Farm, Rochester Farmer's Market, Downtown Rochester Sidewalk Sales, Rochester's Dancin' in the Streets event, the Rochester Heritage Festival, and Oakland University Alumni Association's Family Fun Day.
3. Strengthen and nurture blossoming relationship with other regional arts organizations including BBAC, Pewabic Pottery, Detroit Artists' Market, The League of Michigan Artists and The Scarab Club.

Objective 3

Expand audience, encourage participation and broaden access to arts and culture in the region

Strategies:

1. Develop and initiate an organizational identity campaign for PCCA
2. Broaden marketing and P.R. of programs and events
3. Improve web based marketing initiatives
4. Investigate cross-promotional opportunities between regional arts organizations

STRATEGIC GOAL 3

DEVELOP A BROAD SENSE OF PERSONAL OWNERSHIP IN PCCA

Objective 1

Increase the level of private support

Strategies:

1. Develop sponsored events for the identification and cultivation of new donors and stakeholders
2. Build deeper relationships with current donors through improved communication and stewardship activities
3. Grow membership through expanded benefits and increased member-specific communications and events
4. Utilize PCCA board members as fund raising ambassadors
5. Create marketing strategies to show the importance of PCCA in the region and create a consistent message about the organization

Objective 2

Increase the personal involvement of PCCA Board members and volunteers

Strategies:

1. Improve communication with Board and volunteers by upgrading software and databases and devising a plan for frequent and consistent contact
2. Engage Board members' participation in PCCA committees and events
3. Develop an expanded year-round volunteer program with multiple opportunities to assist with administrative and event activities
4. Enhance the methods of appreciation that increases volunteer satisfaction and develops personal ownership or vestment

Objective 3

Strive to diversify the board, staff and audience profiles

Strategies:

1. Establish a market research program to document current audience trends in all PCCA programs
2. Prioritize the nomination and election of a diverse board of directors both in skill set and ethnic representation
3. Advertise future job openings to the broadest audience possible in order to generate a diverse candidate pool
4. Utilize staff and faculty expertise and contacts to recruit new board members and generate wider audiences for events.
5. Continue to collaborate with local, regional and statewide arts organizations

STRATEGIC GOAL 4

ENHANCE THE EFFECTIVENESS OF ORGANIZATIONAL INFRASTRUCTURE

Objective 1

Plan any needed adjustments to organizational structure and long-term staffing

Strategies:

1. Determine if and when new staff positions will be needed and create job titles, job descriptions, and hiring timetable for budgeting purposes
2. Improve and enhance employee effectiveness through investment in professional development
3. Develop, compile and review written policies and procedures for all aspects of the organization
4. Foster an atmosphere of inclusion and empowerment of all employees to find ways to bring about growth in PCCA programs and relationships with stakeholders

Objective 2

Accommodate the need for ongoing technology upgrades and improvements

Strategies:

1. Evaluate computer hardware and software to assess needs for technology improvements
2. Develop plan and timeline for implementing necessary I/T upgrades
3. Research and explore current trends in electronic and web-based technology that may be useful for PCCA initiatives

Objective 3

Ensure the facilities and grounds are attractive and well maintained.

Strategies:

1. Engage volunteers to perform spring, summer and fall yard clean up and landscape maintenance
2. Schedule regular meetings of the Board's facility committee to determine priorities for building upkeep and improvement
3. Organize an annual maintenance day in which volunteers assist with spring cleaning and painting of classrooms

STRATEGIC GOAL 5

UPGRADE FACILITY THROUGH EXPANSION AND RENOVATION OR RELOCATION TO CREATE A WELCOMING AND ATTRACTIVE FACILITY

Objective 1

Create a vision for a new facility

Strategies:

1. Involve staff and community
 - A. Key Questions to ask:
 - What facility needs do we have that may increase capacity as a regional arts center?
 - What services could we be offering to the regional audience?
 - How should our facility interact with the region?
 - What is the best facility location for serving the regional audience?
2. Include key stakeholders in brainstorming, consensus building, needs assessments, and activities related to facility improvements

Objective 2

Develop a facility planning committee

Strategies:

1. Determine the skill sets required of the various committee members
2. Select a board approved committee chair
3. Create a document outlining the mission and parameters of the committee and necessary follow through

Objective 3

Create a facility plan that address the shortcoming of PCCA's current facility

Strategies:

1. Increase quality exhibition space – PCCA must have secure, attractive, climate-controlled gallery space. Expanded and secure gallery space will allow the public to continue to enjoy exhibitions and PCCA to consider exhibitions otherwise impossible to secure
2. Improve handicapped access – PCCA needs to provide more convenient, handicapped accessible entrance to its building and convenient, handicapped accessible systems for moving people from one level to another within its facility. Through renovation or construction, PCCA must have offices, restrooms, classrooms and galleries which are accessible to the physically challenged
4. Expand programming – Additional and accessible classroom space will allow for growth in the pottery, drawing, painting, photography and other classes offered by PCCA
5. Increase administrative offices – Currently all office space is located in makeshift areas of the building. New and expanded office space will provide for private, yet accessible and secure areas for conducting PCCA business
6. Improve parking – PCCA currently has extremely limited street parking. A designated parking lot for PCCA students and patrons, including handicap spaces, is a necessity