STRATEGIC PLAN
2019 to 2024

Approved May 7, 2019

FOUNDATIONAL ELEMENTS - *Mission, Vision & Values*

The foundation of every organization's strategic direction is its Mission, Vision, and Values.

OUR MISSION (Why We Exist)

Paint Creek Center for the Arts' mission is to celebrate and support creativity in our community by providing opportunities for all to learn, create, experience, and appreciate the arts.

OUR VISION* (Our Desired Future)

Paint Creek Center for the Arts is a creative spark in our community. We are a cherished asset supported by those we serve. A broad range of partnerships expand our impact and helps us achieve our goals. We are an inclusive center of creative inspiration and art-making. We provide diverse, ever-evolving opportunities designed to inspire creativity in everyone. PCCA annually produces the nationally-recognized Art & Apples Festival, a community celebration of artistic excellence and unique creative experiences. ***See also 2024 VISION by Focus Area on page 9 below.***

OUR VALUES (Our Guiding Principles)

Our guiding principles define and reflect who we are: PCCA.

Passion – We are passionate about inspiring others to embrace the Arts

Creativity – We promote creativity in our students, instructors, staff and supporters

Community – We value our relationship with the community, artists, partners, our diverse students and our patrons

Accountability – We recognize the importance of PCCA in the community and we commit to achieving excellence in Art Education, Art & Apples and in providing learning opportunities through our outreach programs.

GEOGRAPHIC SERVICE AREA

Although attendees of our Art & Apples Festival and Art Anywhere programs come from a broader geography, PCCA's programs (Art School, Summer Camps, Artist Markets, Art Exhibitions) primarily serve:

- The northern Oakland County communities of: Auburn Hills, Clarkston, Bloomfield Hills, Lake Orion, Oakland Township, Pontiac, Rochester, Rochester Hills, Troy, Waterford, and;
- The western Macomb County communities of: Shelby Township, Sterling Heights, and Washington Township.

PLANNING PROCESS SUMMARY

The planning process occurred over two full board sessions with work groups meeting in between sessions.

- **Dec. 20, 2018: Strategic Planning Committee – 1st MEETING**
  - Established group norms
  - Identified "Big Questions"
  - General Information Gathering Plan
- **Jan. 17, 2019: Full Board - BOARD ROLES & RESPONSIBILITIES**
  - Introduced group norms
  - Reviewed Board's Key Roles:
    - Govern board – Bylaws, Policies, Officers, Committees, Recruit & Orient
    - Govern organization – Strategy, Resource Development, Oversight, Ambassadorship
- **Jan. – Feb. 2019: Strategic Planning Committee – INFORMATION GATHERING**
  - Focus Groups
  - Interviews
  - Research
  - Data collection
- **Feb. 22, 2019: Strategic Planning Committee – 2nd MEETING**
  - Reviewed information collected & identified early themes
  - Additional information to collect
- **March 1, 2019: Strategic Planning Committee - 3rd MEETING**
  - Developed an agenda, presentation & materials for full board planning session
- **March 9, 2019: Board & Staff - 1st PLANNING RETREAT**
  - Reviewed collected information
  - Assessed organization's Strengths, Opportunities, Alliances, Assets, and Results
  - Confirmed "Focus Areas"- Art & Apples Festival, Art Education, Art-Inspired Community, Revenue Diversification
  - Formed small working groups
- **March – April 2019: Small Working Group Meetings**

    - Identify Goals
    - Identify Metrics for success of Goals
- **April 13, 2019: Board & Staff – 2nd PLANNING RETREAT**
    - Draft 01 of values
    - Used Strategic Decision-Making Filter (Mission, Vision, Values, & Competitive Advantage)
    - Identified ways to ensure Strategic Plan is advanced
- **May 7, 2019: Board Review and Vote to Approve**

SUPPORT & ACCOUNTABILITY

As board members of PCCA, we recognize that we have a solemn responsibility for advancing the organization's MISSION. This strategic plan outlines our agreement about the VISION we wish to achieve and the strategic actions that need to be done to advance the work. In support of one another, we will help each other to accomplish this work by:

- Developing a committee or taskforce structure that supports the work.
- Creating a board report out mechanism whereby the committees can demonstrate progress and ask for board support.
- Acknowledge the Executive Committee's role in managing the committees work toward the achievement of the plan.
- As a board member, I will be a **CHAMPION** of these **GOALS** by:
    - Calling and/or attending committee or task force meetings
    - Checking in with staff about the appropriateness of objectives and timelines before taking action
    - Holding myself and other committee members accountable for contributions toward objectives
    - Asking for advice or support when needed
- Sitting on a committee or task force and executing the work that I am asked to do in a timely manner

COMPETITIVE ADVANTAGE – *Strengths, Alliances, Assets, Results*

We will have greater impact when we leverage our Strengths, Alliances, Assets, and Results, or in other words, our "competitive advantages". The list below catalogues our "competitive advantages" as of March 2019.

STRENGTHS	ALLIES/ALLIANCES	ASSETS	RESULTS

• **Art & Apples Festival**
• **Quality Art Education**
  ○ Customized programs for all ages & skills
  ○ Only ceramics studio in town that can be used by non-seniors
  ○ Art Anywhere brings art to you
  ○ Reputation for high-quality art education
  ○ Skilled Art Instructors - Certified
• **Location of the PCCA – Greater Rochester, Oakland & Macomb Area**
	• **Individuals**
	  ○ Volunteers for A & A
	  ○ Students past and present
	  ○ Members
	  ○ Artists
	  ○ Staff – and their family
	  ○ Faculty
	  ○ Customers at artist's market
	• **Businesses**
	  ○ Art & Apples Booth Sponsors
	  ○ Art & Apples Volunteers organized by businesses
	  ○ Home Bakery
	• **Other organizations**
	  ○ Boy Scouts/OPC
	  ○ Festival Gate Groups
	  ○ Community House
	  ○ H.S. Marching Bands
	• **Governmental Entities**
	  ○ Rochester Police, Fire, & Parks Department
		• **Programming – Pre-K through 90 years old**
		  ○ Popular summer camps
		  ○ Class variety
		• **People**
		  ○ Instructors with MFAs, BFAs, Art Ed degrees
		  ○ Motivated Board, Staff
		  ○ Customer Service
		  ○ Large # of students, current & past
		  ○ Previous A & A attendees
		  ○ Large social media following
		• **Art & Apples**
		  ○ Access to large Audience
		  ○ Appealing sponsorship opportunities
		• Art Market supports Michigan Artists
		• Exhibitions support community members (starting in 2019)
			• **Art Education**
			  ○ 300 classes, 1000 students annually
			  ○ Summer camps sell out. (4 sessions with 38 students each in 2018)
			  ○ Age range 2 yrs. old to senior
			• **Art & Apples**
			  ○ Revenue generator
			  ○ O.U. Impact Study
			  ○ Sunshine Artist award
			  ○ # of attendees
			• **Exhibitions**
			  ○ 4-5 per year.
			  ○ 191 submissions in 2018
			  ○ 219 projected in 2019
			• **Art Market**
			  ○ Year-round 50-75 artists
			  ○ Holiday Market – 100+ artists
			• **Social media** – Followers - FB 4000, Instagram 1000

STRATEGIC DECISION-MAKING FILTERS

Taken together, the **Mission, Vision, Values,** and **Competitive Advantages** comprise our **Strategic Decision-Making Filter**. A Strategic Decision-Making Filter provides greater consistency and intentionality in strategic decision making. If we decide to disregard one of the criteria, we will do so knowingly and collectively.

When we, board or staff, are considering a response to an opportunty or challenge, either within or outside the scope of the plan, we commit to considering the following criteria:

Threshold Filters

1. Is it consistent with our **MISSION** (including Geographic Service Area)? Or can the opportunity be modified to be in keeping with the Mission?
2. Does it bring us closer to achieving our **VISION**?
3. How is the decision informed by our **VALUES**?
4. Does it leverage our **COMPETITIVE ADVANTAGES**?
5. Does it have a **POSITIVE BUSINESS CASE** where revenues exceed costs?
6. Do we have the **CAPACITY** to respond? (People, Time, Knowledge, Tools, Vision, Money)
    a. Or do we have a **reasonable plan to build capacity** to respond? (*Staff or Board time, knowledge/skills, or financial resources*)
    b. Can meet the goals of the new work **without overtaxing our capacity or taking away resources** from other commitments?

***Other Considerations* FOR REVIEW**

- **SUSTAINABLE**: After the initial investment, can we continue to **sustain or grow the program** in the future?
- **QUALITY**: Can we execute the program at a **level of quality** that contributes positively to our organization's reputation?
- **IMPACT**: Does the program create a **significant community impact**?

OUR 2024 VISION – BY FOCUS AREA

By completing a series of strategic objectives and goals (to be achieved and assessed through committees), we envision that by 2024:

FOCUS AREA #1
Revenue Diversification
	• Paint Creek Center for the Arts is a financially successful and sustainable organization with a balanced portfolio of funding sources:
	  ○ Art Education
	  ○ Art & Apples Festival
	  ○ Corporate and Business Gifts and Sponsorships
	  ○ Grants
	  ○ Individual Donors
	• Our funding sources, combined with a successful capital campaign, have allowed us to (renovate our/build a new) art center.
	• Our (renovated/new) art center allows us to 1) offer expanded and new Art Education classes, 2) provide easier access to the facility, and 3) host community, corporate, government and partner events. Paint Creek Center for the Arts has become a community gathering place.

FOCUS AREA #2 ***Art & Apples***	• The Art & Apples Festival is attracting more patrons every year resulting in corresponding revenue increases. • Attendees clearly recognize that the festival is the signature event of Paint Creek Center for the Arts. • Allies are anxious to partner with PCCA to present the festival. • Art & Apples continues to be recognized as a premier festival with exceptional artists.
FOCUS AREA #3 ***Art Education***	• We provide relevant arts programming that meets the community needs. • We support our faculty and art educators in the community. • We partner with like-minded organizations • We provide facilities that function appropriately for faculty and students.
FOCUS AREA #4 ***Art Inspired Community***	• PCCA is recognized as the cultural hub of our community. • We support creativity in our community and the community supports our efforts. • We partner with municipalities, businesses, and organizations to bring art into public spaces. • Regionally, we provide engaging art-making opportunities and attract people to come to Rochester to celebrate art and creativity through the Art & Apples Festival.