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.
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.

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

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**
  o Reviewed information collected & identified early themes
  o Additional information to collect

• **March 1, 2019: Strategic Planning Committee - 3rd MEETING**
  o Developed an agenda, presentation & materials for full board planning session

• **March 9, 2019: Board & Staff - 1st PLANNING RETREAT**
  o Reviewed collected information
  o Assessed organization’s Strengths, Opportunities, Alliances, Assets, and Results
  o Confirmed “Focus Areas”- Art & Apples Festival, Art Education, Art-Inspired Community, Revenue Diversification
  o Formed small working groups

• **March – April 2019: Small Working Group Meetings**
  o Identify Goals
  o Identify Metrics for success of Goals

• **April 13, 2019: Board & Staff – 2nd PLANNING RETREAT**
  o Draft 01 of values
  o Used Strategic Decision-Making Filter (Mission, Vision, Values, & Competitive Advantage)
  o Identified ways to ensure Strategic Plan is advanced

• **May 7, 2019: Board Review and Vote to Approve**
**OUR 2024 VISION – BY FOCUS AREA**

We envision that by 2024:

| FOCUS AREA #1                         | Paint Creek Center for the Arts is a financially successful and sustainable organization with a balanced portfolio of funding sources:  
|                                      | o Art Education  
|                                      | o Art & Apples Festival  
|                                      | o Corporate and Business Gifts and Sponsorships  
|                                      | o Grants  
|                                      | o 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. |