

**CENTER FOR THE ARTS
STRATEGIC PLAN 2011 - 2015**

VISION

The future we truly desire

As a captivating and welcoming place, truly unrivaled in Colorado, The Center for the Arts brings people together to share, inspire, nurture, educate, and enjoy arts and culture.

MISSION

Our purpose

As a home for arts and culture, The Center for the Arts offers engaging opportunities and educational experiences to enrich and expand the life of our community.

VALUES AND BELIEFS

We believe that:

- ◆ Arts and cultural experiences are for *everyone*.
- ◆ Arts and cultural experiences expand horizons; bring people together in ways that create opportunities for meaningful conversation, challenge assumptions, and ultimately, enrich our daily lives.
- ◆ Creativity, innovation, diversity, and spontaneity add value to the work of The Center and to the life of our community.
- ◆ Accessibility and inclusiveness are at the heart of The Center's mission and reason for being.
- ◆ The Center is for *everyone*.

CORE COMMITMENTS

How we act in concert with our espoused Values and Beliefs:

CUSTOMER FOCUS

We are dedicated to exceeding our customers' expectations. We ask for and welcome feedback and provide programming based on community needs and desires. We work to establish and maintain positive relationships with our customers that are based on mutual trust and respect.

COMMUNITY FIRST

We encourage and support local artists and presenters. We strive to *never* undermine the efforts of other local arts and cultural groups in the community.

ACCESSIBILITY AND PARTICIPATION

We ensure physical accessibility to all events for people with disabilities. We ensure accessibility to programs and events through diverse programs, events and pricing.

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INTEGRITY AND COMPASSION

We adhere to our values and beliefs in both good and bad times. We are professional, direct and truthful in all interactions. No one associated with The Center for the Arts misrepresents him/herself for personal gain. We genuinely care about each other and work to create an open environment for meaningful conversation and dialogue.

DIVERSITY AND INCLUSIVENESS

We welcome the participation of all people. We provide diverse pricing in programming as well as offer diverse programs. We recognize and appreciate the value of multicultural events and presentations.

INNOVATION AND BALANCED JUDGMENT

We are open to new ideas. We exercise balanced judgment about which creative ideas to pursue.

STEWARDSHIP

We are inspired and motivated by our mission and vision. We share this enthusiasm in all communications. We exercise fiscal responsibility and due diligence in all matters involving The Center for the Arts.

NEUTRALITY

We practice neutrality and as such refrain from espousing political or religious positions with regard to issues confronting the community we serve.

GOALS

Major accomplishments in the next three to five years

1. **Best-in-Class Facility**
Create a facility that is home to the region's cultural organizations and recognized as "best-in-class" for visual and performing arts as well as other civic and cultural activities; offer the best place to access cultural resources in the region

2. **Strategic Resource Development for Sustainability and Growth**
Acquire the financial resources to ensure a sustainable future to achieve our mission and realize the vision

3. **Remarkable Human Resources**
Become a top-tier choice for employment as well as Board and community volunteer service in the Gunnison Valley

4. **Extraordinary Mission Delivery**
Provide an excellent year-round program that expands and enhances participation in the visual and performing arts

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OBJECTIVES

Specific results anticipated in the next three to five years

Best in Class Facility

1. By December 31, 2015, construction will have begun on an expanded facility.
2. By June 30, 2012, the Board of Directors will have initiated a capital campaign to support expansion of the current facility and also that includes establishment of an operating endowment.
3. By October 31, 2011, the Boards of The Center for the Arts and the Trailhead Children's Discovery Museum will have entered into a formal partnership to construct and operate an expanded facility (i.e., *Definitive Letter of Agreement*).
4. By December 31, 2010, the Boards of The Center for the Arts and the Trailhead Children's Discovery Museum will have adopted a *Memorandum of Understanding* describing their intent to collaborate to support an expanded facility.

Strategic Resource Development for Sustainability and Growth

5. By October 31, 2015, revenue from special fundraising events generated by pARTners will have increased by ten percent (10%) annually from each prior year, beginning with 2009 figures.
6. By October 31, 2015, income from ticket sales for the Winter Season will have increased by ten percent (10%) annually from each prior year, beginning with 2010 figures.
7. By October 31, 2011, the Center Board of Directors will have generated an additional \$30,000 through securing three (3) new members in Founders' Club (i.e., \$7500 per year for four years).

Remarkable Human Resources

8. By October 31, 2015, total compensation (including benefits) for all full-time employees will range within the top ten percent (10%) of all nonprofit organizations in the Gunnison Valley.
9. By October 31, 2011, the Board of Directors will have adopted a succession plan for staff.
10. By October 31, 2011, the Board of Directors will have established the Center Advisory Council.
11. By January 31, 2011, an additional .5 FTE employee dedicated to marketing will have joined the current staff.

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Extraordinary Mission Delivery

12. By October 31 of each year, surveys completed by customers and renters will have indicated at least a 90% satisfaction with Center programs and services.
13. By October 31 of each year, programs offered by the Center will have included one collaborative event with the Arts Alliance and at least four (4) film offerings per year.
14. By October 31, 2015, in collaboration with other nonprofit arts organizations, the Center will have inaugurated an annual festival.
15. By October 31, 2015, in collaboration with the Trailhead Children's Discovery Museum, the Center will have expanded programs specifically designed for children and families.

STRATEGIES

How we will deploy our resources (financial, human, material, and reputational) to achieve OBJECTIVES

- I. Demonstrate a positive return-on-investment (ROI) of The Center for the Arts to sponsors, donors, and community
- II. Develop and implement programs with pARTners leadership team to assure full integration as a member of The Center for the Arts team
- III. Engage the board, staff, volunteers, and community in a collaborative process that moves forward with improvements and expansion of existing cultural facilities
- IV. Establish and implement a doable plan to improve and expand The Center while ensuring access to high quality, additional programming for all age groups and families
- V. Develop and implement policies, procedures, and practices that clarify board/staff relations and delineate board/staff responsibilities and accountabilities
- VI. Ensure capacity to provide extraordinary programs
- VII. Generate adequate sources of funding

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ACTION PLANS FY 2011
(November 1, 2010 – October 31, 2011)

FY 2011: A Year of Cultivation

OBJECTIVES and Relevant Strategies assigned to Committees and Staff	
<p style="text-align: center;">Best-In-Class Facility (Objectives 1 – 4)</p> <p><i>Strategy III.</i> Engage the board, staff, volunteers, and community in a collaborative process that moves forward with improvements and expansion of existing cultural facilities</p> <p><i>Strategy IV.</i> Establish and implement a <i>doable plan</i> to improve and expand The Center while ensuring access to high quality, additional programming for all age groups and families</p>	<p>Public Relations Committee (PR)</p> <p>Expansion Task Force (ETF)</p> <p>Staff</p>
<p style="text-align: center;">Strategic Resource Development for Sustainability and Growth (Objectives 5 – 7)</p> <p><i>Strategy VI.</i> Ensure capacity to provide extraordinary programs</p> <p><i>Strategy VII.</i> Generate adequate sources of funding</p>	<p>Strategic Resource Development (SR)</p> <p>pARTners Staff</p>
<p style="text-align: center;">Remarkable Human Resources (Objectives 8 – 12)</p> <p><i>Strategy V.</i> Develop and implement policies, procedures, and practices that clarify board/staff relations and delineate board/staff responsibilities and accountabilities</p>	<p>Human Resources (HR)</p> <p>Staff</p>
<p style="text-align: center;">Extraordinary Mission Delivery (Objectives 13 – 16)</p> <p><i>Strategy I.</i> Demonstrate a positive return-on-investment (ROI) of The Center for the Arts to sponsors, donors, and community</p>	<p>Public Relations Committee (PR)</p> <p>Staff</p>
<p><i>Monitor progress re objectives and strategies; specific accountability for</i></p> <p><i>Strategy II.</i> Develop and implement programs <i>with pARTners leadership team</i> to assure full integration as a member of The Center for the Arts team</p>	<p>Executive Committee (ExCom)</p> <p>Staff</p>

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OBJECTIVES and Relevant Strategies assigned to Committees and Staff	
<p>Best-In-Class Facility (Objectives 1 – 4)</p> <p><i>Strategy III.</i> Engage the board, staff, volunteers, and community in a collaborative process that moves forward with improvements and expansion of existing cultural facilities</p> <p><i>Strategy IV.</i> Establish and implement a <i>doable plan</i> to improve and expand The Center while ensuring access to high quality, additional programming for all age groups and families</p>	<p>Public Relations Committee (PR)</p> <p>Expansion Task Force (ETF)</p> <p>Staff</p>
<p>Action Plans FY 2011</p> <ol style="list-style-type: none"> 1. Improve outdoor stage 2. Sand and paint indoor stage 3. Improve efficiency of bar area 4. Pull up carpeting in auditorium; epoxy floor; improve acoustics 5. Finalize building lease with Town of Crested Butte (by December 31, 2010) 	

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<p>Strategic Resource Development for Sustainability and Growth (Objectives 5 – 7)</p> <p><i>Strategy VI.</i> Ensure capacity to provide extraordinary programs</p> <p><i>Strategy VII.</i> Generate adequate sources of funding</p>	<p>Strategic Resource Development (SR) pARTners Staff</p>
<p>Action Plans FY 2011</p> <ol style="list-style-type: none"> 1. Begin work on building \$10M endowment fund 2. Increase membership in Founders’ Club by at least four (4) (\$10,000) 3. Increase membership in Center Circle by at least five (5) (\$5000) 4. Generate \$5000 for promotional video (by October 31, 2011) 	

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OBJECTIVES and Relevant Strategies assigned to Committees and Staff	
<p>Remarkable Human Resources (Objectives 8 – 12)</p> <p><i>Strategy V.</i> Develop and implement policies, procedures, and practices that clarify board/staff relations and delineate board/staff responsibilities and accountabilities</p>	<p>Human Resources (HR) Staff</p>
<p>Action Plans FY 2011</p> <ol style="list-style-type: none"> 1. Revise, update New Board Member Orientation Notebook 2. Establish Advisory Council 3. (With pARTners), develop protocols for staff support for pARTners fundraising events 4. Engage in focused conversations regarding data/implications from board self-assessment at quarterly meetings 5. Engage full board in annual performance evaluation of the executive director 6. Adopt succession plan for executive director 7. Develop future board leadership 	

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OBJECTIVES and Relevant Strategies assigned to Committees and Staff	
<p>Extraordinary Mission Delivery (Objectives 13 – 16)</p> <p><i>Strategy I.</i> Demonstrate a positive return-on-investment (ROI) of The Center for the Arts to sponsors, donors, and community</p>	<p>Public Relations Committee (PR) Staff</p>
<p>Action Plans FY 2011</p> <p>1.</p>	

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OBJECTIVES and Relevant Strategies assigned to Committees and Staff	
<p><i>Monitor progress re objectives and strategies; specific accountability for</i></p> <p>Strategy II. Develop and implement programs <i>with pARTners leadership team</i> to assure full integration as a member of The Center for the Arts team</p>	<p>Executive Committee (ExCom) pARTners Board Staff</p>

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