

CENTER FOR THE *Arts* OF GREATER LAPEER

THE **PIX** THEATRE Gallery **194**

Strategic Plan

November 2017



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Introduction

The Center for the Arts of Greater Lapeer, Inc. is a private non-profit 501(c)3 organization. It exists to strengthen the quality of life in the City of Lapeer, throughout Lapeer County, and surrounding communities by offering a wide range of art and culture programming and education.

The Center provides the locus for coordination, collaboration and presentation of both performing and visual arts in Lapeer County. It offers the County's only regularly programmed, live performance space in the PIX Theatre which presents a nine-month season encompassing a range of musical and theatrical performances by both professional artists and local performers. Gallery 194 is the only free-to-the-public, visual arts exhibition space in Lapeer County. It is continuously programmed with exhibits featuring local, regional, and national art and cultural displays averaging four to six weeks in length. Educational offerings include a wide range of both theatre and visual arts classes for students of all ages.

This strategic plan sets the direction of the Center for the Arts of Greater Lapeer for the next ten years. The plan is intended to be a "living document" that is reviewed and updated regularly as circumstances change.

Process

To prepare and implement the plan the following steps will be taken:

1. A Strategic Planning Committee was appointed by the Center for the Arts of Greater Lapeer's Board of Directors. From February through June 2017 the committee met approximately bi-weekly to compile a draft plan. The draft was reviewed by the full board at the July meeting and tentatively approved.
2. The draft plan was made available for public viewing and input by placing it on the Center's website and having printed copies at Gallery 194 and Lapeer City Hall. Notification was given to local media to solicit input on the plan. The draft plan was also presented to the Lapeer Downtown Development Authority for input.
3. Comments received through public input period reviewed by the committee and incorporated into the plan as deemed appropriate. A final draft was presented to the full board for review and approval at the November 2017 meeting. The final approved plan can be found on the Center's website.

Demographic and Cultural Profile

The Center for the Arts of Greater Lapeer, Inc. is located within the city of Lapeer (pop. 8,819), the county seat of Lapeer County. It draws its patrons from throughout Lapeer county (pop. 88,316 per 2010 census) and from the immediately surrounding portions of Genesee, Macomb, Oakland, Sanilac, St. Clair and Tuscola counties. The service area is composed of many small communities surrounded by large

tracts of farm land. Communities include the cities of Lapeer and Imlay City and the villages of North Branch, Almont, Dryden, Metamora, Columbiaville, Clifford and Otter Lake as well as fourteen small, unincorporated communities.

The population of Lapeer County is made up of equal numbers of males (50.6%) and females (49.4%.) The county's population is spread in terms of age, with 28.00% under the age of 18, 7.70% from 18 to 24, 31.00% from 25 to 44, 23.80% from 45 to 64, and 9.60% who were 65 years of age or older. The median age is 36 years.

Educationally, 89.8% of adult residents have completed high school while 16.8% hold a bachelor's degree or higher.

The County's racial composition is 96.4% white, 1.2% black or African American, 0.5 % Asian, 0.4% Native American or Native Alaskan with the remainder comprised of persons of mixed race heritage. Among the white population, 4.6% are Hispanic or Latino.

Economically, the median household income is \$53,369. 11.5% of residents live below the poverty level. In March 2017, Lapeer County's unemployment rate of 7% was significantly higher than the statewide average of 5%.

Artistically, Lapeer County is one of several counties in Michigan's thumb area that are classified as "underserved" by the Michigan Council for Arts and Cultural Affairs.

History

The importance of providing art and culture experiences to the community that would not otherwise be available was recognized in the mid-1990s by the City of Lapeer Downtown Development Authority. An opportunity arose to purchase the PIX Theatre, a 1940's Art Deco movie house located in the center of historic downtown Lapeer, and renovate it as a live performance venue (296 seats) in order to preserve it as a center for entertainment and culture in the heart of the downtown business district.

The PIX Steering Committee was formed in 1997 as a committee of the DDA, to develop programming for the theatre. From its inception, the intent was to build toward the day when the PIX Steering Committee would become a private, non-profit organization. Its outgrowth, the PIX Arts Council for Greater Lapeer, Inc. achieved its non-profit status in April, 2001. It functioned as a subcontractor to the DDA for the purpose of programming and managing the theater.

In 2004, the DDA teamed with the City of Lapeer, assisted by funding from the Michigan State Housing Development Authority, Michigan Economic Development Corporation and the Lapeer County Community Foundation, to purchase the building adjacent to the PIX (194 W. Nepessing Street), transforming it into a city-owned, DDA-operated arts facility known as Gallery 194. The goal was to create a multi-disciplinary arts facility having gallery space as its main feature.

After renovations were complete in 2005, the DDA created the Lapeer Center for the Arts Council, an advisory subcommittee, to guide programming, marketing and fundraising for Gallery 194. The Council advisors also acted as Art Ambassadors, connecting the greater community with art in general and Gallery programming in particular.

In the summer of 2012, the DDA began the process of turning over the daily operations of Gallery 194 to the PIX Arts Council for Greater Lapeer, Inc. The merger resulted in the PIX and Gallery 194 operating under one fifteen-member Board of Directors, made up of members from the PIX Arts Council Board and the Lapeer Center for the Arts Advisory Council, under the new name of the Center for the Arts of Greater Lapeer, Inc.

Together, Gallery 194 and The PIX Theatre act as the cornerstone of culture in Lapeer County. The 2015-16 show season highlighted a year-long anniversary celebration for the two facilities, now operating as one: fifteen years of entertainment programming for the renovated PIX Theater, and ten years of art and culture exhibits for Gallery 194.



Anniversary Celebration, January 2016. Photo by Joshua Atwood

Values

The three items listed below were determined by the Center’s Board of Directors to be the key art and culture values that establish the foundation for the vision and mission of the combined Center for the Arts of Greater Lapeer.

- 1. Arts and culture opportunities are necessary to the quality of life in a healthy community.
- 2. Arts and culture programs encompass a focus on both the visual and performing arts.
- 3. Arts and culture activities have a positive impact on the local economy.

Mission

Mission Statement: The Center for the Arts of Greater Lapeer, Inc. exists for the purpose to enlighten, encourage and support the arts and cultural activities within our communities, as well as preserve the Historic PIX Theatre and Gallery 194.

Goals and Objectives

The following goals have been determined to be important in furthering the mission of the Center for the Arts of Greater Lapeer. Working toward these goals will help to secure the Center's presence in the community and allow the Center to prosper in the coming years. Strategies to help achieve these goals appear in the Action Plan which begins on the following page.

Goal 1. Provide high quality arts and cultural opportunities in the community.

Objectives

- Fully utilize Center for the Arts facilities to accommodate a wide range of artistic and cultural programming.
- Continue to develop and expand a comprehensive visual and performing art education program for targeted populations.

Goal 2. Increase awareness of art and culture opportunities at the Center for the Arts.

Objectives

- Refine marketing plan to have a positive impact on the Center and the broader community.
- Increase support for the Center through public relations activities.

Goal 3. Strengthen the Center's role as an arts and culture leader in the community.

Objectives

- Seek opportunities for community engagement.
- Cultivate the concept that art is an important part of community life and creative thinking.

Goal 4. Strengthen the Center for the Arts' financial security.

Objectives

- Strengthen the endowment fund.
- Use local support to leverage public and private dollars.
- Expand the body of individual and corporate supporters.

Goal 5. Facilitate preservation and improvement of Center for the Arts facilities and equipment.

Objective

- Improve existing facilities.
- Plan for future growth.

Action Plan

The action plan provides specific steps to achieving the goals and objectives, and assigns priority rankings of High, Medium, and Low. High priority items should become the Board's main focus in the

immediate future. Many of the items identified as Medium are already ongoing and are important to continue and improve. Items identified as Low are typically long-range goals that can be pursued as opportunities arise.

ACTION PLAN

GOALS AND OBJECTIVES	STRATEGIES	PRIORITY LEVEL
<p>Goal 1. Provide high quality arts and cultural opportunities in the community.</p> <p>Objectives</p> <ul style="list-style-type: none"> Fully utilize Center for the Arts facilities to accommodate a wide range of artistic and cultural programming. Continue to develop and expand a comprehensive visual and performing art education program for targeted populations. 	<ul style="list-style-type: none"> Broaden course offerings in both the visual and performing arts 	Medium
	<ul style="list-style-type: none"> Continue to seek opportunities to bring in regional and national cultural programming such as the DIA InsideOut and Smithsonian Museum on Main Street programs 	Medium
	<ul style="list-style-type: none"> Develop a core of class offerings scheduled on a bi-annual basis offered at various times. 	High
	<ul style="list-style-type: none"> Include more film offerings within the theatre schedule 	Low
<p>Goal 2. Increase awareness of art and culture opportunities at the Center for the Arts.</p> <p>Objectives</p> <ul style="list-style-type: none"> Refine the marketing plan to have a positive impact on the Center and the broader community. Increase support for the Center through public relations activities. 	<p>Marketing –</p> <ul style="list-style-type: none"> Stay abreast of changing social media trends and opportunities 	Medium
	<ul style="list-style-type: none"> Expand radio and television advertising 	High
	<ul style="list-style-type: none"> Streamline bulk mailing and eblasts 	Medium
	<p>Public Relations –</p> <ul style="list-style-type: none"> Continue relationships with service clubs 	Medium
	<ul style="list-style-type: none"> Publicize arts & culture’s impact on local economy 	High
	<ul style="list-style-type: none"> Seek more vehicles for promoting the Center’s offerings to the schools 	High
<p>Goal 3. Strengthen the Center's role as an arts and culture leader in the community.</p> <p>Objectives</p> <ul style="list-style-type: none"> Seek opportunities for community engagement. Cultivate the concept that art is an important part of community life. Foster the 	<ul style="list-style-type: none"> Increase satellite gallery locations 	Low
	<ul style="list-style-type: none"> Partner with Lapeer Main Street to utilize empty storefronts for art displays 	Medium
	<ul style="list-style-type: none"> Publicize volunteer opportunities to expand volunteer pool 	High
	<ul style="list-style-type: none"> Continue relationships with other organizations – Lapeer Community Theatre, Lapeer Art Association, Community Mental Health 	Medium

development of creativity and creative thinking.	<ul style="list-style-type: none"> Continue partnerships with the business community – City, DDA, Chamber of Commerce, local businesses, restaurants 	Medium
	<ul style="list-style-type: none"> Advocate for the inclusion of public art in City improvement projects, where possible 	Low
<p>Goal 4. Strengthen the Center for the Arts' financial security and independence.</p> <p>Objectives</p> <ul style="list-style-type: none"> Strengthen the endowment fund Use local support to leverage public and private dollars. Expand the body of individual and corporate supporters. Strive for financial independence within ten years. 	<ul style="list-style-type: none"> Develop and implement an Endowment Fund campaign 	High
	<ul style="list-style-type: none"> Continue to pursue as many grant opportunities as possible – government, non-profit, corporations 	Medium
	<ul style="list-style-type: none"> Continue current fundraising efforts and seek new avenues and opportunities 	Medium
	<ul style="list-style-type: none"> Expand audience and community participation through focused marketing and public relations efforts – see Goal #2 	Medium
<p>Goal 5. Facilitate preservation and improvement of Center for the Arts facilities and equipment.</p> <p>Objectives</p> <ul style="list-style-type: none"> Improve existing facilities Plan for future growth 	<ul style="list-style-type: none"> Reconfigure lower level classroom space to better accommodate growing class schedule and multi-functional space usage 	High
	<ul style="list-style-type: none"> Explore potential for ancillary classroom and storage space 	Low
	<ul style="list-style-type: none"> Seek funding to acquire equipment necessary for film projection and live streaming 	Low

Adoption

The 2017 Center for the Arts of Greater Lapeer Strategic Plan was adopted by the Center's Board of Directors on November 14, 2017.

Acknowledged by: _____, President, on _____, 2017.
Susan Griggs

Acknowledgments

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