

**GREATER FLINT ARTS COUNCIL**

**5-YEAR STRATEGIC PLAN**

**March 2020 - March 2025**

## I. INTRODUCTION TO PLAN

The magic that is Greater Flint Arts Council comes from our *service* to artists, arts organizations, arts educators, arts projects as well as participants and audience members throughout the community. This Strategic Plan is powerful enough to advance our mission for the next three to five years and with the help of many dedicated people it will move GFAC into yet another period of unprecedented growth. I am excited to see that the GFAC Board and Staff are ready to help the Arts Council advance in a time when it would be easy to sit back on our laurels. I hope this enthusiasm is contagious and anticipate the same energy and commitment from our community.

Greg Fiedler  
President and Chief Executive Officer

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Greater Flint Arts Council sits on the precipice of great change. This plan serves as a road map to lead us to our future. Our goals are ambitious, however with the total commitment of staff, board, members and our public we can achieve them.

Five years from now we will have a vibrant, dynamic and expanded facility and programs which will help develop the type of community in which we all want to live.

Thomas Webber  
President, Board of Trustees

## **II. CORE VALUES**

### **OUR PRIMARY CORE VALUES**

**The values that we believe in as an organization, and attempt to exemplify in all our programs and activities.**

- **IMPORTANCE OF ARTS TO SOCIETY AND INDIVIDUAL GROWTH**
- **DIVERSITY & INCLUSIVITY**
- **BEING A CATALYST**
- **EDUCATION**
- **RESPONSIVENESS**

### **OTHER VALUES WE RESPECT**

- Tradition and Innovation
- Versatility
- Being Multi-dimensional
- Enrichment of life through art
- Non-judgmental - all ideas have merit
- Egalitarian, democratic, respecting the dignity of all participants
- Many walks of life together
- Equal opportunity for all forms of art for everyone
- We will "make it happen" - "can-do" attitude
- Resource center
- Good programming with community
- Informative
- Role of Local Artists and opportunities
- Responsive to community needs and desires
- Layman involvement is essential

### **III. THE ENVIRONMENT - OUR INTERNAL STRENGTHS AND WEAKNESSES, OUR EXTERNAL TREND OPPORTUNITIES AND THREATS**

As we scan our external environment we see trends that will be opportunities for moving forward, and we also foresee some trends that may threaten our growth. The most significant of these are:

#### **EXTERNAL TRENDS - OPPORTUNITIES**

- **College Students**
- **Festival Season**
- **Downtown focus, redevelopment, “cool cities”**
- **Online opportunities**

Other less significant opportunities include:

- Planning - lots of it going on in Flint
- Opportunity for more commissions
- Poetry slams and new voices
- Capture up North 475 highway folks
- Univ. of Michigan housing
- Artwalk’s strength

#### **EXTERNAL TRENDS - THREATS**

- **Poor economy (State funding, corporate funding, private funds and local donors)**
- **“Family Values” politics trend**
- **Relationship with City Hall**

Other less significant threats include:

- Lots of competition - all other nonprofits
- “Luxury goods”

When we look internally we can identify the major strengths that bode well for our future, and we can point to problem areas that will need to be addressed. These are:

### **INTERNAL STRENGTHS**

- **Executive Director and Staff, low turnover**
- **We are a strong catalyst**
- **Our potential is great**

Other strengths we exemplify include:

- Strong keystone activities
- Take ideas and lead charge
- Commitment and Committed
- “Fearless”
- Free programs and services
- Volunteer base
- Reputation/ strong and reliable
- Cornerstone for downtown development
- Other arts organization partners
- Grassroots talent
- Media (promote events at low cost)
- Chamber embers – lots of small ones
- Good feelings here
- Location
- Huge events – money makers

### **INTERNAL WEAKNESSES/ PROBLEM AREAS**

- **Lack of Board Committees**
- **Size/number of staff**
- **Lack of diversity in funding**
- **Marketing**
- **Need for more volunteers**

Other problem areas include:

- Flint’s image out of town
- Competition from other arts organizations
- People don’t know us
- Parking
- Tapping in to grassroots talent
- Media does not cover the arts enough
- Corporate dollars
- Poor economy
- Reasons for becoming a member
- Facility needs development

#### IV. OUR MISSION

Greater Flint Arts Council (GFAC) programs, services and events are designed to engage the community in creative processes, support the work of Michigan artists, develop sustainability in arts agencies throughout Genesee County and bordering villages, increase awareness of the vast number of artistic/cultural offerings, enhance arts education at all levels, stimulate local economic growth and showcase to the nation the beauty and livability of the greater Flint community. GFAC provides support services and we are presenters as we strive to create professional venues for Michigan artists to build their careers. ***At GFAC we believe that emerging art can transform our community and we can create an environment where art can emerge. WE GROW THE ARTS!***

## V. VISION

### OUR SHARED VISION STATEMENT WHAT GFAC WANTS TO BE, BECOME AND BE KNOWN FOR

- ▶ A **FACILITY** that encompasses adjustable, networked site(s) with adequate space for parking, storage, and multiple uses.
- ▶ A **BOARD** that is diverse, active, strong, committed (both financially & with time), with an active committee system.
- ▶ **EDUCATION & PROGRAMMING** that continue in artistic/cultural heritage, that meet emerging community needs, and encourage continuous innovation.
- ▶ A **STAFF** expanded to include a full-time marketing director and receptionist, a part-time web designer, and weekend host/receptionist.
- ▶ Improved **FUNDING** by an increased development staff to enable us to research contacts, increase and diversify corporate donations, increase grant writing, and prioritize budget demands.
- ▶ Enhanced **MARKETING** that lets us get the message out that GFAC is the regional catalyst for arts information, resources and activity in downtown Flint and beyond.

## **VI. STRATEGIC DIRECTIONS**

### **STRATEGIC DIRECTIONS FOR GFAC**

We realize that to achieve our vision we must become strategic and focus on areas of action that are most likely to produce significant results. Therefore, we have chosen the following six powerful Strategic Directions that will be the focus of our future activities:

- 1. INCREASE & DIVERSIFY FUNDRAISING**
- 2. IMPROVE FACILITIES**
- 3. CREATE BRAND IDENTITY**
- 4. EXPAND PROGRAMMING**
- 5. MOBILIZE HUMAN RESOURCES**
- 6. RESPONDING TO THE COMMUNITY CULTURAL PLAN**



## **VII. LONG-TERM GOALS**

We have identified eleven **MAJOR LONG TERM GOALS** that are most likely to produce results in our strategic direction areas. We realize that the entire slate of goals is an ambitious undertaking and have therefore selected four as priorities for the first year of our plan.

- **INCREASE COMMUNITY AWARENESS OF GFAC AND GFAC PROGRAMS AND SERVICES**
- **DEFINE & ORGANIZE STANDING COMMITTEES OF THE BOARD**
- **INCREASE VOLUNTEER INVOLVEMENT**
- **INVOLVE EVERYONE IN FUNDRAISING**

Our other major long term goals are:

- **INCREASE MEMBERSHIP AND IMPROVE MEMBERSHIP LEVELS OF GIVING**
- **FINISH RENOVATIONS OF CURRENT BUILDING**
- **IMPROVE PARKING AND PARKING INFORMATION**
- **MEET THE NEEDS OF THE COMMUNITY**
- **CREATE STRONGER BOND WITH ALL LOCAL ARTS / CULTURAL ORGANIZATIONS**
- **ADMINISTRATE THE COMMUNITY CULTURAL PLAN THROUGHOUT ITS DURATION**
- **PLAY A LEADERSHIP ROLE IN THE IMPLEMENTATION OF THE COMMUNITY CULTURAL PLAN**

## **VIII. SHORT TERM ACTION PLANS**

**The following is our short term operational plan. It is our intent to maintain for the next three years each of the Strategic Directions and their Major Long Term Goals, and to re-examine, evaluate and update annually each of the action directives.**

## **INCREASE AND DIVERSIFY FUNDRAISING**

### **\*PRIORITY GOAL: INVOLVE EVERYONE IN FUNDRAISING**

1. Assess funds needed by category - Board & Staff / Sept. 2020 / \$0
2. Prioritize needs for funds - Board & Staff / Sept. 2005 / \$0
3. Develop fundraising plan - Board & Staff / Nov. 2005 / \$0
4. Assess current involvement in fundraising - Board & Staff / Nov. 2020 / \$0
5. Evaluation of human resource needs for fundraising - Board & Staff / Oct. 2005 / \$0
6. Assessment of funding sources by category - Board & Staff / Nov. 2020 / \$0
7. Implement Fund Raising Plan / March 2021 / As Budgeted
8. Repeat steps 1 - 6 annually

### **GOAL: INCREASE MEMBERSHIP AND IMPROVE MEMBERSHIP LEVELS OF GIVING**

1. Set goals in terms of people and funds. Notify membership of goals / Sep 2020 / \$0
2. Assess membership levels and determine whether it should be adjusted / Sep 2020 / \$0
3. Develop value to joining or increasing membership levels - Board & Staff / Sep 2020 / \$0
4. Establish "friends of GFAC" as a membership level - Board & Staff / Jan 2021 / \$500
5. Interactive website for joining and purchasing / Consultants / Sept. 2021/ As Budgeted
6. Improve recognition of donors - Board & Staff / Sep 2020 / \$0

## **IMPROVE FACILITIES**

### **GOAL: FINISH RENOVATIONS OF CURRENT BUILDING**

1. Assess need - Staff / Sep 2020 / \$0
2. Propose renovations to meet needs - Staff / Jan 2021 / \$0
3. Hire consultant to perform feasibility study and lead fundraising campaign - Board & Staff / Jan 2021 / \$25,000
4. Raise funds and contract renovations - Board & Staff / Jan 2023 / as budgeted/ \$1.5 Million

### **GOAL: IMPROVE PARKING AND PARKING INFORMATION**

1. Raise funds to pay off parking lot loan - Board & Staff / Sept. 2023 / \$75,000
2. Create beautification plan - Board & Staff / March 2021 / \$0
3. Implement beautification plan - Board & Staff / May 2021 / as budgeted/ \$15,000

**CREATE BRAND IDENTITY**

**\*PRIORITY GOAL: INCREASE COMMUNITY AWARENESS OF GFAC AND GFAC PROGRAMS AND SERVICES**

1. Assessment of public awareness (Surveys, Evaluations) - Consultants, Board & Staff / Jan 2021 / (\$2,000)
2. Analyze and compile data - Consultants, Board & Staff / March 2021 / \$0
3. Create strategies which respond to analysis in #2 above - Consultants, Board & Staff / \$0
4. Evaluate annually by following up with additional surveys and evaluations possible with the same group. - Board & Staff / annually / \$500

Suggested survey groups include:

- Arts Agencies
- Artists
- Arts supporters
- Cultural Planning Committees
- Chamber of Commerce
- GISD
- Media

## EXPAND PROGRAMMING

### **GOAL: MEET THE NEEDS OF THE COMMUNITY**

1. List of current programs and how they fit into community needs - Staff / Annually / \$0
2. Develop Criteria for Evaluation / Annually / \$0
3. Evaluate existing programs - Board & Staff / Annually / \$0
4. Identify needs not being met (reference Community Cultural Plan) - Board & Staff / Annually / \$0
5. Revise current programs and develop new programs which respond to #4 above assessed needs - Board & Staff / Annually / as budgeted
6. Evaluate programs annually and make adjustments - Board & Staff / Annually / \$0

## MOBILIZE HUMAN RESOURCES

### \* PRIORITY GOAL: DEFINE & ORGANIZE STANDING COMMITTEES OF THE BOARD

(Executive, Fund Development, Board Dev., Membership/Volunteer, Facilities Public Relations)

1. Evaluate / assess needs / April / Board / \$0
2. Define new committee structure / May / Board / \$0
3. Establish objectives for each committee / June / Board / \$0
4. Assign individuals to each committee / July / Board / \$0
5. Committees report monthly progress to Board / Sept / Board / \$0
6. Assess efficacy of each committee / Annually / Board / \$0

### \* PRIORITY GOAL: INCREASE VOLUNTEER INVOLVEMENT

1. Appoint a volunteer coordinator / Sept / Staff / volunteer \$0 - paid \$\_\_\_\_
2. Identify all resources / August / Staff / \$0
3. Approach Academic programs / Sept / Staff / \$0
4. Approach service orgs / Sept / Staff / \$0
5. Approach arts / cultural orgs / Sept / \$0
6. Electronic data base for volunteers / interests / Sept / Staff / \$0
7. Identify needs / May / Staff / \$0
8. Develop plan for volunteer recognition / Sept / Board/Staff / \$600

### GOAL: CREATE STRONGER BOND WITH ALL LOCAL ARTS / CULTURAL ORGANIZATIONS

1. Formal liaison at each Cultural Center Organization / Sept. / Staff & Board / cost \$0
2. Utilize Cultural Planning and Grant Making to keep communications open with med-small organizations / ongoing / Staff / cost \$0

## **RESPOND TO THE COMMUNITY CULTURAL PLAN**

### **GOAL: ADMINISTER THE COMMUNITY CULTURAL PLAN THROUGHOUT ITS DURATION**

1. Assess our needs to continue administering the plan (e.g. hours, personnel, funds, equipment and software) - Board & Staff / ongoing / as budgeted
2. Request resources to achieve goal
3. Implement as required

### **GOAL: PLAY A LEADERSHIP ROLE IN UPDATING AND IMPLEMENTING THE COMMUNITY CULTURAL PLAN**

1. Assess needs and expectations of planning committee and community - Board & Staff / May - July / ongoing 3-5 years / as budgeted
2. Determine GFAC role in meeting those needs
3. Develop plan to fulfill defined role
4. Implement plan

The areas that have been identified as key recommendation areas by the Greater Flint Community Cultural Plan are:

- Clearinghouse for Arts / Culture Communication
- Urban Center for Arts
- Art Advocacy
- Arts Academy
- Increased Community Involvement
- Improved use of Downtown



**IX. BOARD AND STAFF**

**Board of Directors**

Charlie Boike

Kim Cole

James Draper

Greg Fiedler

Louis Hawkins

Gary Jones

Laura McGuire

Diane Ruddy

DeWaun Robinson

Thomas Webber

**Advisor to the Board**

Charlie Collison, Attorney

**Staff**

Gregory Fiedler, President & CEO

Tanya Lane, Development Manager

Harold Hill, Operations Manager