

**THE CENTER FOR THE ARTS  
STRATEGIC PLAN 2013 - 2017**

**VISION**

*The future we truly desire*

Truly unrivaled in Colorado as a captivating and welcoming place, 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 alignment with our Values and Beliefs*

**CUSTOMER FOCUS**

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

We establish and nurture positive relationships with our customers based on mutual respect and trust.

**COMMUNITY FIRST**

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

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**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.

**INTEGRITY AND COMPASSION**

We adhere to our Values and Beliefs in both good and bad times. We are professional, direct, and ethical in all interactions. No one associated with The Center for the Arts uses his or her position 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 participation from all people. We recognize and appreciate the value of multicultural events and presentations. We offer diverse pricing and programming.

**INNOVATION AND BALANCED JUDGMENT**

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

**STEWARDSHIP**

Our Vision and Mission inspire and guide our actions. As stewards of the mission, we exercise fiscal responsibility and due diligence in all matters involving The Center for the Arts.

**NEUTRALITY**

We practice neutrality and refrain from espousing political or religious positions related to issues confronting the community we serve.

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**GOALS**

*Major direction for the next five years*

- 1. Extraordinary Mission Delivery**  
Provide an excellent year-round program that expands and enhances participation in visual and performing arts
- 2. Strategic Resource Development for Sustainability and Growth**  
Acquire the financial resources to ensure a sustainable future to deliver our Mission and realize our Vision
- 3. Remarkable Human Resources**  
Become a top-tier choice for employment, governance and community service in the Gunnison Valley
- 4. Best-in-Class Facility**  
Construct a facility that is home to the region's cultural organizations and recognized as "best-in-class" among community arts centers

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**OBJECTIVES**

*Specific results anticipated in the next three to five years*

**Extraordinary Mission Delivery**

1. By October 31, 2016, participation in visual arts programs will have expanded from a baseline of 831 visits to the Art Studio in FY 2012 to 2500 visits in FY 2016 and generated revenue to support at least 50% of related expenditures.
2. By October 31, 2016, the Center for the Arts will have articulated shared interest statements with the School of Dance and Crested Butte Dance Collective, which address dance programming and performances.
3. By October 31, 2015, the Center for the Arts will have expanded programs specifically designed for children and families in collaboration with Trailhead Children's Museum.
4. By October 31, 2015, the number of attendees at Winter Season events will have increased by ten percent (10%) annually from each prior year, beginning with 2013 figures.
5. By October 31 of each year, surveys completed by visual arts participants will have indicated a rating of "high satisfaction" with programs and services offered by the Art Studio of the Center for the Arts.

**Strategic Resource Development for Sustainability and Growth**

6. By October 31, 2016, the Center for the Arts Board of Directors will have established a planned giving program.
7. By October 31, 2014, and each year thereafter, the Center for the Arts Board of Directors will have generated revenue from a board giving plan to support annual operating expenses, based on a level established in fiscal year 2013.
8. By October 31, 2013, and each year thereafter, revenue from special fundraising events will have generated at least \$100,000 annually.

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**Remarkable Human Resources**

9. By October 31, 2014, the Center for the Arts Board of Directors will have updated the Policy Manual (i.e., reviewed and revised all policies and procedures).
10. By October 31, 2014, an active volunteer program will have been established that clearly articulates the following processes: identification, cultivation, recruitment, orientation, development/training, and evaluation.

**Best in Class Facility**

11. By June 30, 2017, construction of a new facility will have been completed and deemed ready for use.
12. By January 1, 2015, the Board of Directors will have established an endowment fund to support operations of a new facility.

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**STRATEGIES**

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

- I. Demonstrate a positive return-on-investment (ROI) to sponsors, donors, volunteers and community
- II. Engage board, staff, volunteers, and community in a collaborative process to construct a new facility
- III. Establish and implement a doable plan to construct a new facility while ensuring continued access to high quality, additional programming for all age groups and families
- IV. Develop and implement policies, procedures, and practices that define and clarify relationships, roles, and accountabilities of board, staff, pARTners and other volunteers, both within and across identified groups
- V. Engage the board, staff, volunteers and the community in a collaborative process to ensure adequate resources to deliver the mission

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**Proposed Alignment of Strategies to Resources  
(Board, Committees, Staff and Community Volunteers)**

*Note: Following chart reflects a simplification of structure for Strategy Implementation.*

<b>Strategy Team</b>	<b>Function</b>	<b>Strategy Team Leader</b>	<b>Strategy Team Members</b>
<b>I. Extraordinary Mission Delivery (Strategy I)</b>	Program evaluation; determine ROI to sponsors, donors, volunteers and community	Missy Chamberland	<i>Ad Hoc</i>
<b>II. Best-in-Class Facility (Strategies II and III)</b>	Design and implement collaborative process and do-able plan to construct new facility by 2017		
	II.1. Facility Design	Jennifer Hartman	
	II.2. Capital Funding	Carol Ann May	
	II.3. Operations	Jenny Birnie	
	II.4. Relationships		
<b>III. Remarkable Human Resources (Strategy IV)</b>	Review and update Organizational Policies and Procedures consistent with best practices	Gail A. Digate (add HR Co-Chair)	HR Committee
<b>IV. Sustainability and Growth (Strategy V)</b>	Ensure adequate resources to deliver mission and achieve goals	Carol Ann May	SR Committee