



**ARTS COUNCIL OF GREATER  
LANSING**

**Strategic Plan Document  
FY2017 - FY2019**

**Strategic Plan 2017-2019**

**Contents**

Background Narrative.....3

Overview of Planning.....4

Mission, Vision, Value and Goal Statements.....5

Goal 1.....6-7  
EDUCATE

Goal 2.....8-10  
COLLABORATE

Goal 3.....11-12  
ADVOCATE & COMMUNICATE

Goal 4.....13  
CELEBRATE

Goal 5.....14-18  
ADMINISTRATE

**ADDENDUMS**

Organizational History.....18-21

Board of Directors and Staff List.....22

Committee List.....23

## **ARTS COUNCIL OF GREATER LANSING BACKGROUND NARRATIVE**

The Arts Council of Greater Lansing was founded in 1965 and is recognized locally, statewide and nationally as a strong and vibrant local arts agency with over 50 years of quality services and programs focused on strengthening communities through arts and culture.

We serve a diverse membership base of close to 80 organizations including small, mid-size and large arts and cultural organizations in rural, suburban and urban areas. Our membership includes historical societies, arts galleries, cultural commissions, community theatre groups, museums, colleges and universities, schools, theatres, choirs, symphonies, dance troupes, and public departments of recreation and arts among others. We also boast a strong individual artist membership base of close to 200 artists in all mediums, inclusive of arts educators and art students.

We believe that life-long learning opportunities and a full blown program of educational opportunities are of utmost importance to the arts and cultural field where many arts administrators have no formal training. The quality of programming that the Arts Council continues to offer promotes extensive interaction among arts and cultural leaders, staff and volunteers. We present exceptional topical seminars that rely on the knowledge and talents of experts in the field. We provide outstanding resources to strengthen management structures of arts and cultural organizations and individual artists.

Adhering to its mission of serving arts and cultural organizations and individual artists who operate at the “community” level, the Arts Council continues to utilize and build its networks to have a significant impact. We believe this to be true due to the fact that we are responding with great effectiveness to the needs and wants of the arts and cultural field. The Arts Council annually surveys members, non-members, funders, and individual supporters and incorporates their shared ideas and suggestions into our overall planning.

With our headquarters in Old Town Lansing, our experienced, albeit small staff consists of 3 full-time (Executive Director, Program Manager and Communication & Events Manager) positions with 3 part-time staff to support our work. Together, the Arts Council’s current team has more than 60 years of arts and cultural programming and administrative experience -- not only having worked in national, regional and statewide arts organizations, but at the local level, in community arts and cultural organizations in urban, suburban and rural areas where they live.

The 15 members on the Arts Council’s board of directors are leaders in the Lansing community and leads the Arts Council through oversight and policy development. They are committed to a yearly update of the organization’s three year plan to make sure that it is relevant and addresses the needs of our constituents.

Partnerships and collaborative efforts with many local, statewide and national organizations allow the Arts Council to provide an extensive array of programming that supports our stated goals.

For the past three years, the Arts Council has also been steadily building its technological infrastructure to address trends and issues that affect the arts and cultural field. We have a highly developed communication network that is capable of reaching into all segments of the tri-counties. The immediacy of our communication services has been praised as well as our foresight to use technology on a daily basis to deliver our services. We are dedicated to the continued upgrading of our systems and exploring additional uses of technology to deliver our programs and services and also to serve our member’s needs.

Through the proposed programs, services and collaborations outlined in this long range plan, a comprehensive package of assistance is readily available to help organizations and individual artists strengthen their management and program practices, foster increased communication, and promote dialogue and collaborations. Indeed, the work we do is essential to strengthening the foundation of organizations and individuals, which in turn helps to invigorate and revitalize our communities making them better places to live, work and visit.

## **ARTS COUNCIL OF GREATER LANSING OVERVIEW OF PLANNING**

This strategic plan document reflects the work conducted by the Arts Council of Greater Lansing board of directors and staff from 2013 to the present. Utilizing the 2010-2013 strategic plan as a guide, two planning sessions were held in February and March 2014 to review the Arts Council of Greater Lansing's mission, vision, and goals and to begin work on a new 3 year strategic direction.

The Executive Director, Deborah E. Mikula facilitated the sessions and encouraged open and transparent conversations about the Arts Council of Greater Lansing and what the organization does, why the organization exists, and what we need to do as an organization in the future to best support our constituents and our community. To supplement these planning sessions, a survey was sent out to our members and 85 were returned with suggestions on how to enhance our offerings and services. A new strategic plan was drafted by Executive Director, Deborah E. Mikula in coordination with the Strategic Planning Committee, Julie Pingston (President), Patty Lloyd Barnas, and Terry Carella and was presented for review at the September 2014 Board of Directors meeting and formally adopted in October 2014.

In January and March 2017, an assessment was done of the document and changes and edits were incorporated to reflect a living plan for 2017-2019. Participating in the 2017 review were Jeff Magnuson (President), April Clobes, Kurt Dewhurst and Joe Ross.

The 2017-2019 plan identifies five goal statements, numerous objectives for those goals and many strategies for meeting the objectives. We have also outlined the plan and the objectives and strategies as either ON-GOING, or UNDER DEVELOPMENT (By...with a date for completion). The plan reflects current programming as well as envisioning new programming and strategic directions.

This document is a culmination of our work. The Arts Council of Greater Lansing's strategic plan will be reviewed and evaluated again each year to ensure that it continues to address, support and accomplish our mission and vision for the future.

**MISSION:** The Arts Council of Greater Lansing exists to support, strengthen and promote arts, culture and creativity in the Capital region.

**VISION:** We envision a capital region that utilizes arts and culture as a catalyst for economic development and lifelong personal enrichment in the arts.

**VALUES:** We value creative expression and artistic diversity because we believe in the power of arts and culture to enrich our community.

### **GOAL STATEMENTS:**

- **EDUCATE**  
Arts Council of Greater Lansing will strengthen the capacity of artists, arts/cultural organizations, arts educators, art students and festival organizers by fostering their professional development
- **COLLABORATE**  
Arts Council of Greater Lansing will form partnerships and collaborative relationships that position arts and culture as integral to developing creative communities
- **ADVOCATE and COMMUNICATE**  
Arts Council of Greater Lansing will promote, communicate and be an advocate in support of arts, culture and creativity in the Capital area
- **CELEBRATE**  
Arts Council of Greater Lansing will recognize, reward and celebrate outstanding achievement within the arts and cultural sector through grant-making, public recognition and events.
- **ADMINISTRATE**  
Arts Council of Greater Lansing will be an innovative and creative organization that draws its strength on being sustainable and will maintain the highest professional standards in its internal operations.

## **EDUCATE**

Arts Council of Greater Lansing will strengthen the capacity of artists, arts/cultural organizations, arts educators, art students and festival organizers by fostering their professional development

### **OBJECTIVE**

**Provide arts and cultural constituents with access to educational opportunities and networking forums that encourage excellence and innovation in arts administration, entrepreneurship, community development, and leadership.**

#### Strategy

Deliver an annual business development series (smARTS) to provide constituents with access to workshops on best practices, budgeting, grant writing, marketing, portfolio development, leadership, etc. (on-going)

#### Strategy

Continue to produce an annual day-long creative placemaking summit that highlights statewide and national trends, achievements and challenges in a learning environment. (Each year in October)

#### Strategy

Convene the arts and cultural community for a day-long professional development seminar that encourages an exchange of ideas and strengthening of the diversity of cultural experience.

#### Strategy

Convene regular informal constituent gatherings to network, share ideas, provide inspiration, and discuss issues. (on-going)

### **OBJECTIVE**

**Encourage the interaction of experienced and capable professionals to assist arts and cultural organizations and individual artists with common problems and needs**

#### Strategy

Provide constituents with access to one-on-one technical assistance provided by Arts Council of Greater Lansing staff. (on-going)

- Seek funding for Placemaking Consulting Services specifically in the tri-counties.

#### Strategy

Develop a fee-for-service model of consulting services (By July 2016)

- Identify area individuals willing to provide constituents access to free or low-cost legal, financial, or other professional support services.

#### Strategy

Develop a speaker's bureau that will address issues of professional development, advocacy, education and capacity building. (By January 2017)

### **OBJECTIVE**

**Enhance arts and cultural support services and increase constituents' access by connecting them to existing resources.**

#### Strategy

Catalog and continue to update current resources available for constituents to access on-line to model their own efforts. (on-going)

#### Strategy

Identify existing entrepreneurial training and business development programs that can be tailored to support the creative community. (By July 2017)

Strategy

Work with area partners to identify and connect constituents with existing office space, exhibition space, studio space, performance space, or incubator space. (By December 2016)

Strategy

Offer members the exclusive opportunity to utilize the amenities of the Arts Council of Greater Lansing "business resource center". (on-going)

Strategy

Maintain an arts and cultural directory. (on-going)

Strategy

Develop a comprehensive listing of available performance spaces (By December 2016)

**OBJECTIVE**

**Investigate national arts and cultural models and best practices in an effort to help support existing activities and offer new programming based upon constituent need.**

**OBJECTIVE**

**Communicate local, statewide and national resources, information, best practices and issues of importance to arts and cultural leaders**

Strategy

Produce a monthly on-line newsletter and bi-monthly opportunities newsletter (on-going)

Strategy

Regularly identify and send out information resources to members and others (on-going)

Strategy

Maintain a clearinghouse of on-line relevant arts and nonprofit resources (on-going)

- Create a marketing strategy for promotion of this online system.

## **COLLABORATE**

Arts Council of Greater Lansing will form partnerships and collaborative relationships that position arts and culture as integral to developing creative communities

### **OBJECTIVE**

**Update and Implement the Cultural Economic Development Plan with area partners to help grow creative enterprise.**

#### Strategy

Secure resources and partnerships to update the Cultural Economic Development Plan for 2019-2022.

- Interview and hire consultant to lead this effort
- Elicit community participation to capture direction for the next iteration of the plan.

#### Strategy

Identify annual resources and create additional incentives that will support and strengthen the creative sector. (on-going)

### **OBJECTIVE**

**Facilitate programming that builds a sense of place and brings greater awareness to the regional arts and cultural community.**

#### Strategy

Become “THE” ambassador for promoting and implementing placemaking strategies and initiatives. (on-going)

- Adopt key initiatives of placemaking
- Identify areas and projects worthy of funding
- Secure funding to support initiatives
- Engage thought-leaders and change-agents in increasing the role that the arts can play in developing dynamic and vibrant communities. (on-going)
- Work with local government and participate on regional committees to gain awareness of the Arts Council of Greater Lansing efforts to help promote arts and culture as a key component to quality of life. (on-going)
- Establish and maintain a vibrant collaborative monthly event – Arts Night Out – that ties art, business and community together.

#### Strategy

Pursue collaboration/partnership with LEAP to promote economic and community development initiatives. (By January 2017)

#### Strategy

Explore the concepts of “Created in Lansing” brand. (By January 2018)

#### Strategy

Work in partnership with the Greater Lansing Convention and Visitors Bureau to promote and increase cultural tourism. (on-going)

#### Strategy

Explore opportunities to bring the arts together with sectors not currently being engaged such as health care, business, science, and technology. (By January 2018)

#### Strategy

Maintain online presence (mobile application, websites, interactive mapping) that identifies the tri-county public art, and creative spaces for public consumption. (on-going)

**OBJECTIVE**

**Assist K-12 and higher education in connecting with local high-quality arts educational programs and opportunities.**

Strategy

Continue comprehensive Young Creatives program that works to address the lack of arts education in our elementary, middle and high schools that connects them with community teaching artists, advocates for more arts in our schools, showcases young talent, and offers scholarships to those that need financial assistance. (on-going)

Strategy

Work with cultural units at MSU, LCC and others to build opportunities for college students to become involved with local arts and cultural experiences. (By September 2017)

**OBJECTIVE**

**Develop a plan to build a greater philanthropic base to support broad arts and cultural initiatives and operational support for cultural organizations.**

Strategy

Investigate a broad fundraising strategy to build a new local funding pool for the arts. (By June 2017)

Strategy

Broaden the base of support for the arts by building relationships with foundations, sponsors, local municipalities, and diverse sources never before accessed or fully maximized. (on-going)

**OBJECTIVE**

**Assist local municipalities in the development and promotion of the advantages and value of Percent for Arts initiatives. (on-going)**

**OBJECTIVE**

**Expand the definition of arts and culture to be inclusive of the creative industry.**

Strategy

Develop membership for creative industry and document in database. (By July 2018)

**OBJECTIVE**

**Build relationships with local developers to discuss ways to work toward new projects and ideas that support the art in our region.**

Strategy

Work to identify a space or spaces to create artist live/work spaces (By July 2018)

## **ADVOCATE and COMMUNICATE**

Arts Council of Greater Lansing will promote and be an advocate in support of arts, culture and creativity in the Capital Area

### **OBJECTIVE**

**Increase the awareness of the Arts Council of Greater Lansing and its efforts by building relationships with diverse agencies and individuals.**

#### Strategy

Participate in local, statewide, and national meetings and events when necessary and appropriate. (on-going)

#### Strategy

Executive Director “at the table” with thought-leaders. (on-going)

### **OBJECTIVE**

**Serve as a clearinghouse for research and data related to the value of arts and culture.**

#### Strategy

Garner personal stories and testimonials from constituents and art supporters. (on-going)

#### Strategy

Remain current on public funding trends, regional challenges, and other pressures that may affect funding or support for the arts.(on-going)

### **OBJECTIVE**

**Regularly communicate the impact and importance of the arts, public arts funding, and arts in education to policy makers, the media, and the community-at-large.**

#### Strategy

Produce an impactful billboard campaign during National Youth Arts Month (March) to support Young Creatives. (on-going)

#### Strategy

Seek opportunities to disseminate information to the media. (on-going)

#### Strategy

Organize meetings with local legislators, municipal leaders, school board members and constituents. (on-going)

- Create an opportunity for our members and donors to advocate at the local level during the month of March (By March 2017)

#### Strategy

Conduct letter writing campaigns or other grassroots efforts as needed. (on-going)

#### Strategy

Seek out public speaking engagements. (on-going)

#### Strategy

Attend, testify, and report at local and state hearings regarding the importance of public arts funding. (on-going)

### **OBJECTIVE**

**Act in an advisory capacity to area municipalities on artistic and cultural issues as related to community planning, education, and civic policies.**

#### Strategy

Represent constituents and provide an arts and cultural perspective. (on-going)

Strategy

Provide sound logistical advice and arts consultation. (on-going)

Strategy

Provide reports and resource material as needed. (on-going)

**OBJECTIVE**

**Recognize area leaders and regional public policy makers for their support of the arts.**

Strategy

Send regular correspondence to leaders and policy makers for their support of public arts funding, meeting attendance, and other efforts as necessary. (on-going)

**OBJECTIVE**

**Engage the general public with the arts through the dissemination of arts and cultural information, events, and activities.**

Strategy

Develop and maintain a system for electronic communications to be regularly delivered to members, donors, and leaders. (on-going)

Strategy

Maintain current information on the LansingArts.org website to build the Arts Council of Greater Lansing's image as a central clearinghouse for arts information. (on-going)

Strategy

Further develop relationships with media outlets to increase awareness of arts and cultural activities. (on-going)

Strategy

Map arts and entertainment attractions and widely distribute via print and electronic means. (on-going)

**OBJECTIVE**

**Through annual advocacy, increase constituents' knowledge of current public policy issues and educate constituents on ways to become effective advocates. (By October 2015)**

**OBJECTIVE**

**Promote the work of local artists, arts and cultural organizations, educators and students at every opportunity.**

Strategy

Through print, web and social media (on-going)

Strategy

Develop and write a monthly column featured in the Lansing State Journal, Capital Gains, Women's Weekly (on-going)

Strategy

Produce a series of videos that showcase the value of arts and culture in our community (By July 2016)

Strategy

Develop a "Got Arts" campaign and highlight artists and arts and cultural organizations outstanding work. (By July 2016)

**OBJECTIVE**

**Convene public school and community Arts Educators to discuss strategies and action plans to support the value of arts in the schools (on-going)**

**OBJECTIVE**

**Increase research, writing, and publishing capabilities**

Strategy

Explore partnerships with local print media to encourage more information given to the general public concerning the impact and value of the arts in our community. (June 2016)

Strategy

Document best practices in administration and placemaking. Publish findings. (Under development)

## **CELEBRATE**

Arts Council of Greater Lansing will recognize, reward and celebrate outstanding achievement within the arts and cultural sector through grant-making and public recognition and events.

### **OBJECTIVE**

**Recognize quality performance and projects of artists, arts/cultural organizations, students and educators through grant making (administration, oversight, and fiscal stewardship) in the following programs (on-going):**

- Individual Artist Grant Program: to support area emerging and established artists in presenting projects that provide the public with access;
- Chris Clark Fellowships;
- City of Lansing Sense of Place grants;
- Ingham County Hotel/Motel Grant program: to provide arts and cultural out-of-county promotional support;
- MCACA Mini-grant program: to support the directives of the Michigan Council for Arts and Cultural Affairs' Regional Re-granting program;
- Young Creatives Scholarship Program

#### Strategy

Annually evaluate the source documents for all grant funding and make appropriate changes based on trends in the community and the arts/cultural field. (on-going)

### **OBJECTIVE**

**Recognize outstanding achievement of local art supporters (individual and business) and area arts groups, artists, educators through an annual awards program (on-going in December)**

### **OBJECTIVE**

**Bring together arts patron and supporters at annual events that celebrate the arts and help solidify the revenue base of the Arts Council.**

## **ADMINISTRATE**

Arts Council of Greater Lansing will be an innovative and creative organization that maintains the highest professional standards in its internal operations.

### **OBJECTIVE**

**Build a strategic, mission focused organization**

#### Strategy

Conduct an annual retreat that will focus on mission, vision and values review and long range planning. (on-going)

#### Strategy

Adopt the Michigan Nonprofit Association's "Principles and Practices" as the guide for a well-run organization. (on-going)

- Provide a training day for Arts Council of Greater Lansing board members to acquaint them with these issues.

### **OBJECTIVE**

**Continue to build and maintain a knowledgeable and passionate board of directors**

#### Strategy

Periodically review the roles and responsibilities of the board and evaluate and strengthen board recruitment process (on-going)

- Build an annual matrix of individual members strengths and weaknesses including diversity (on-going)
- Develop a succession planning document for board leadership (By September 2016)

#### Strategy

Enhance the boards understanding of, commitment to, engagement in, and ownership of Arts Council of Greater Lansing.

- Build internal comraderie and pride in Arts Council of Greater Lansing (on-going)
- Engage board members as spokespeople for Arts Council of Greater Lansing and send them out to local meetings and events to represent Arts Council of Greater Lansing at every opportunity. (By December 2016)
- Provide visibility and recognition for board members at events and in publications to affirm the role each member serves on the Arts Council of Greater Lansing team (on-going)

#### Strategy

Increase board members understanding of current arts issues/management techniques that keep them at the forefront/leading edge. (on-going)

- Encourage/support participation at relevant arts and cultural professional/educational meetings
- Add an agenda item for current issues to board agenda

#### Strategy

Strengthen and evaluate committee structure. (on-going)

- Evaluate and recommend increased communications among committee members

#### Strategy

Annually provide new board members with an orientation process prior to their first meeting. (on-going)

- Partner new board members with a "mentor" to increase their participation and understanding of the organization

### **OBJECTIVE**

**Employ a knowledgeable, competent and committed staff**

#### Strategy

Annually evaluate the current staff structure and as needed recommend a revised structure complete with job descriptions and reporting functions. (on-going)

#### Strategy

Remain at the forefront of current arts issues/management techniques by encouraging/supporting participation at relevant arts and cultural professional/educational meetings. (on-going)

Strategy

Promote and offer opportunities for staff to advance their technological knowledge through training/educational opportunities. (on-going)

Strategy

Bi-annually evaluate the personnel policies and explore additional staff benefits and creative ways of supporting staff in recognition of importance of staff to Arts Council of Greater Lansing. (on-going)

Strategy

Investigate additional ways to utilize interns and volunteers in delivering programs and services. (By September 2016)

**OBJECTIVE**

**Increase and diversify Arts Council of Greater Lansing's financial resource base to establish stability and sustainability.**

Strategy

Develop and implement a fund development plan (By July 2016)

Strategy

Increase earned income through fee for service, workshops, and contracted services (on-going)

- Develop marketing strategies to provide exposure of Arts Council of Greater Lansing's current programs to arts and cultural organizations, artists and educators in Lansing area. (Each year by November)
- Revamp Peer-to-Peer Program to include staff as technical assistance providers.

Strategy

Increase contributed income through additional funding from government, corporations, foundations, and individuals (on-going)

**FOUNDATIONS**

- Identify Arts Council of Greater Lansing activities worthy of funding
- Build relationships
- Research potential sources
- Create a roster of funding sources with timelines
- Solicit foundations

**CORPORATE SPONSORSHIP**

- Identify Arts Council of Greater Lansing activities that can be sponsored
- Research potential sponsors
- Build relationships
- Create a roster of Arts Council of Greater Lansing sponsorship benefits
- Solicit sponsors

**INDIVIDUALS**

- Expand Arts Council of Greater Lansing's annual giving program.
- Implement and market an online giving option
- Expand our database of individuals and members' board lists
- Expand the Grand Society to a minimum of 50 members

Strategy

Engage area municipalities to support the work of Arts Council of Greater Lansing through a fee-for-service system that best supports their arts and cultural efforts. (by January 2018)

Strategy

Utilize e-commerce, social media and other innovative methods to raise funds and engage younger donors. (on-going)

Strategy

Continue to incorporate two annual fundraising events (Holiday Glitter and A Taste of Art & Life) that supplement the contributed income. (on-going)

Strategy

Implement a young emerging leaders and student fundraising event (By October 2016)

**OBJECTIVE**

**Build the volume and engagement of the Arts Council of Greater Lansing membership base**

Strategy

Evaluate benefits and profitability of Arts Council of Greater Lansing's membership program and make appropriate revisions. (on-going)

- Define membership goals on an annual basis.
- Regularly review membership pricing structures

Strategy

Regularly report to board members (on-going)

- Number of Members
- Non-renewals
- Broad overview of History of Members

Strategy

Develop a membership campaign to recruit new and renewing members into Arts Council of Greater Lansing. (Each year in October)

- Create a target list of potential members and share with staff and board
- Plan a marketing campaign for targeted organizations
- Increase member retention rate to 85% (By October 2016)
- Explore and institute methods of re-enlisting lapsed members. (By January 2016)
- Retain and increase first year member renewal rates. (By January 2017)

**OBJECTIVE**

**Utilize technology to its fullest potential and maintain professional office facilities and equipment that support Arts Council of Greater Lansing's reputation and credibility.**

Strategy

Arts Council of Greater Lansing will use current technology to make our programs and services more accessible. Continually explore new ways of using technology to make an impact on our membership base. (on-going)

Strategy

Bi-annually update our technology plan. (on-going)

Strategy

Explore the features of our website on-line forms section and revamp according to high standards of security. (on-going)

Strategy

Maintain up-to-date office equipment (telephone, fax and copy machine) and computer hardware and software. (Each year in June)

Strategy

Clean up Share Drive for more efficient access (by October 2016)

**OBJECTIVE**

**Conduct marketing, promotional and public relation activities that will obtain local, statewide and national recognition of our accomplishments**

### Strategy

Develop an overall marketing plan that increases visibility of Arts Council of Greater Lansing. (By October 2016)

- Arts Council of Greater Lansing will develop, implement and maintain a communication plan that distinguishes Arts Council of Greater Lansing's unique services and builds upon our quality reputation
- Use Member testimonials at all opportunities

### Strategy

Develop and maintain a new brand image for Arts Council of Greater Lansing (By March 2016)

- Establish and document a comprehensive graphic identity for Arts Council of Greater Lansing
- Employ Arts Council of Greater Lansing's graphic and verbal image in all Arts Council of Greater Lansing communications.
- Develop a tagline that encapsulates the Arts Council of Greater Lansing's purpose.
- Establish communications standards to assure consistent use of the Arts Council of Greater Lansing brand, mission, and other language that defines the organization.

### Strategy

Increase the visibility and accessibility of Arts Council of Greater Lansing brand through the distribution of press releases, promotional materials, and announcements. (on-going)

### Strategy

Develop and distribute an annual report in an effort to maintain and increase donors, members and supporters. (By September 2017)

### Strategy

Maintain a vibrant, relevant and easily searchable (intuitive) web presence. (on-going)

### Strategy

Develop and distribute an annual report in an effort to maintain and increase donors, members and supporters. (By September 2017)

### Strategy

Develop an online membership media package that includes Arts Council of Greater Lansing's logo so that members can incorporate into their own newsletters and brochures (on-going)

### Strategy

Arts Council of Greater Lansing staff and board members will seek opportunities at statewide and national conferences (chairing or participating in panel presentations) talking about its work in Lansing. (on-going)

### Strategy

Arts Council of Greater Lansing will contribute articles to local, statewide, regional and national publications talking about its programs in the Capital Area. (on-going)

### Strategy

Maintain accurate photo and press archives of all Arts Council of Greater Lansing activities (on-going)

### Strategy

Arts Council of Greater Lansing will obtain local, regional, statewide and national coverage by acting as a media resource on arts and cultural affairs in the Capital region.(on-going)

## **OBJECTIVE**

**Implement Outcome Based Evaluation for all program components that will help identify new or changed programs based on constituent needs.**

### Strategy

Outline program and service areas.

### Strategy

Gather stakeholder groups, develop objectives, Create a planning document.

Strategy

Annually survey membership about their needs and what they want Arts Council of Greater Lansing to provide  
(Each year in June)

**OBJECTIVE**

**Regularly review and update organizational documents and policies including: (on-going)**

- Articles of Incorporation to the State of Michigan.
- By-laws
- Financial policies and procedures manual.
- Personnel policies
- Develop a staff management manual to include job descriptions, recruitment procedures, qualifications, expectations, professional development and interoffice staff policies and procedures.
- Conflict of interest policy.
- Fund Development Plan
- Volunteer Training Manual

# ADDENDUM #1

## ARTS COUNCIL OF GREATER LANSING

### ORGANIZATIONAL HISTORY

#### **Metropolitan Lansing Fine Arts Council**

Early in 1962, with assistance from the Junior League of Lansing, a group of concerned citizens set out to determine whether arts organizations in the community could work together effectively. Representatives of the Lansing Symphony, the Lansing Civic Players and the Lansing Board of Education met initially with the informal committee. They were soon joined by representatives of the Community Circle Players, the Lansing Art Guild, Michigan State University, and the Lansing Festival of Arts Commission. All discovered there was a need for cooperation among arts organizations and hence a basis upon which to proceed. So, in May 1962, the Lansing Fine Arts Coordinating Committee was formed by nine capitol area arts groups. The aim was to foster better communication, avoid scheduling conflicts, and better inform the general public of arts events. Another goal was to initiate a community arts festival.

The original Coordinating Committee incorporated on February 4, 1965, as the Metropolitan Lansing Fine Arts Council (MLFAC). As the by-laws stated, the Council's purpose was "the coordination, promotion and development of cultural activities in the metropolitan Lansing area". The Council functioned as a membership organization with arts groups and supporting groups as members. The Council sought to offer coordinating services to these independent arts organizations and their activities. The goal of an arts festival grew into a two-day event located in the Civic Center. The festival, Day with the Arts, celebrated its fifteenth anniversary in 1978. Day with the Arts reflected the creative endeavors of the individual artists and crafts persons, the performing companies and the many arts support groups of this community.

The rise in community arts organizations interested in cultural activities increased the number of MLFAC member groups to forty-three within the tri-county metropolitan area. Member organizations included art guilds, associations and performing companies and galleries. The efforts of the Council even established two new groups, the Greater Lansing Area Dance Council and the Mid-Michigan Association of Working Artists.

In 1974, after twelve years of volunteer leadership, the MLFAC established a professional office and hired an Executive Director, the first such appointment in Michigan. Located in the Capitol City, the MLFAC also played a significant role in arts advocacy for the Michigan Council for the Arts (now the Michigan Council for Arts and Cultural Affairs) and the Michigan Association of Community Arts Agencies (which merged with ArtServe Michigan in 2006).

#### **Center for the Arts**

In the early 1970's, a study committee of Lansing's Junior League reported to the Metropolitan Lansing Fine Arts Council the need for a central location for arts activities. Neither the MLFAC, a council of independent organizations, nor any of its individual members would assume the responsibility of such a vast project. Rather than abandon the concept of a central community arts facility, concerned individuals established an independent Founders Committee in late 1974 and began establishment of a fine arts facility for the metropolitan Lansing community. The enthusiasm and interest for this project generated sufficient volunteer and financial groundwork to allow an option to be taken on a building located in downtown Lansing. The building would encourage downtown development and was easily accessible to the community.

In April 1975, a Board of Directors representative of the diverse interest of the metropolitan Lansing area was appointed to administer the project. BoarsHead Theater and the Lansing Art Gallery optioned to become resident tenants. On June 23, 1975, the Center for the Arts (CFA) was incorporated and a Managing Director was hired. The Center was established as a membership organization with both individuals and corporations as members. Early in 1975, the Center also joined the Metropolitan Fine Arts Council as a member, to indicate its support of the local community arts agency. On December 18, 1975 the Center opened with the BoarsHead Theater production of "The Amorous Flea," in the Center's acoustically perfect intimate 267-seat theater. Work continued in the gallery space until the Lansing Art Gallery opened its doors in the Center in May 1976. Junior League offices relocated to the office spaces above the Gallery. In the fall of 1981, the lobby was renovated to accommodate a meeting area and fully equipped kitchen.

The Center first provided the facility to the community through rentals. In addition to resident organizations, the Center provided ancillary rental space for civic, cultural and educational functions including Lansing Community College, Suitcase Theater, Lansing Regional Chamber of Commerce, Lansing Business Institute and a variety of arts production agencies.

The Center soon found that community need went beyond rental of space and that the community needed a producer of events -- the Center assumed that additional responsibility for a time. As a producer, the Center for the Arts developed, promoted and administered a variety of programs which featured performing and participatory arts.

## **The Merger**

In the fall of 1977, the professional staffs and respective Boards of Directors of the Metropolitan Lansing Fine Arts Council and the Center for the Arts began to recognize that the Council as a community arts agency and the Center as a community arts facility should investigate the potential of a merger to consolidate its activities in support of the arts. An investigatory committee was established to review both pros and cons to such a merger. After months of deliberation, the Board of Directors of both organizations unanimously supported the concept of a merger. The proposal was then presented to the member organizations of the MLFAC and the members of the Center in the spring of 1978. The memberships did endorse the merger and the new legal corporation was inaugurated on July 1, 1978.

## **The Arts Council of Greater Lansing**

With the merger of the community arts agency and the community arts facility, the purpose of the new organization reflected the activities of the past and sought to evolve into a strong and responsive community arts agency.

For its efforts in the region in November 1994 the Arts Council of Greater Lansing, Inc. received the Governor's Arts Award for excellence and achievement. Along with this coveted award, AGL received a \$10,000 grant. The Board of Directors voted in June of 1995 to utilize this grant as a challenge match to raise \$40,000 to establish a computerized community arts box office at the Center for the Arts. The funds were raised and the Arts Tickets Community Box Office was established in September 1995.

As the agencies located in the Center for the Arts--the Arts Council, BoarsHead Theater and the Lansing Art Gallery--approached their 25th anniversary in the Center for the Arts facility, it was becoming increasingly apparent of the lack of space to meet agency needs, especially for educational programming. After researching the potential space needs and associated costs of facility expansion on the present site, the Board of Directors of the Arts Council (owners of the Center for the Arts), voted to explore the potential for a new visual and performing arts facility in downtown Lansing. A Cultural Visioning Summit was held in November 1994 at the Lansing Center. Meetings were held with the Mayor and City of Lansing personnel. A Feasibility Consulting team was hired in March 1998 and a report released the following year documented the need for an arts and education center in downtown Lansing. The Arts Council received a \$500,000 grant from the State of Michigan and HNTB Consultants of East Lansing was hired as Project Manager. A business plan was developed, the City offered land across from Oldsmobile Park and preliminary architectural plans were rendered. The philanthropic marketing study was conducted in the fall of 2001 and it documented that State of Michigan funding would be essential for the development of the project. The recommendations were released right after September 11, 2001 and the State of Michigan's economy took a downturn. With the change in City leadership, the project was shelved.

In the fall of 2004 the Lansing Art Gallery moved from the Center for the Arts to the former Liebermann's fine gift shop on S. Washington Square near the four corners of downtown Lansing. BoarsHead Theater signed a lease to occupy the former gallery space providing them with rehearsal space, additional performance space, workshop and meeting space and the potential for improved office space.

With BoarsHead Theater's expansion into the Center for the Arts, the Arts Council began to have difficulty in scheduling the facility for outside arts groups and community users. As such, rentals began to dramatically decrease as groups began looking elsewhere to hold their activities. Faced with operating the Center for the Arts for only one arts group and the severe downturn in the local and state economy, the Arts Council decided to take a very serious look at the Center for the Arts as both an asset and a liability. The building, which was a former car dealership, was beginning to show signs of age and major expenses were looming. In addition, the Theater began having difficulty making its rent payments, which only covered their portion to heat, light and maintain the facility.

To determine what it should do, the Arts Council Board decided to conduct a survey of its arts and cultural constituents in 2006. The survey asked arts groups about their use of the Center for the Arts and about their other needs. Results of the survey reported constituents highest needs were for securing more funding, arts advocacy, grant writing, and other support services, including the need for a centralized website to promote all of the arts. The lowest priority was use of the Center for the Arts facility and its equipment.

Utilizing these results, the Board, along with a nod from its Advisors, decided that the best use of the Center for the Arts would be to sell the asset and use the proceeds to build an arts endowment fund that could be accessible to all of the arts, much like the original purpose of the Center. The fund would allow the Arts Council to annually draw off the interest and provide that interest as grants to the arts in our region.

From 2006-2008 in an effort to look out for the best interest of BoarsHead Theater, arrangements to sell the Center to the City of Lansing were made. The plan for the City to purchase the property would allow a win-win-win scenario for all involved. The City would hold onto the property for 2-3 years in order to help BoarsHead stabilize until a more permanent home could be determined (which ultimately never came to fruition). The Arts Council would be free to develop its regional arts endowment from the sale proceeds, and the City would use the property to build a new development in the formerly blighted Cherry Hill neighborhood. The sale of the building to the City of Lansing was completed in August 2008.

### **The Present**

The Arts Council of Greater Lansing, Inc. officially moved into a new office on September 30, 2009. Now located at 1208 Turner Street in Old Town Lansing, the Arts Council is helping to revitalize this historically important region of Lansing. The organization now has a store-front presence that includes a space for its members to easily conduct administrative business and hold meetings.

In recent years, the Arts Council has expanded its reach in the region, growing its membership, including arts and cultural organizations, artists, students and arts educators. That membership continues to grow along with its membership benefits and services and overall support and promotion of the arts and artists in the Greater Lansing region. The Arts Council has also taken a strong lead in the community and nationally regarding issues such as arts education, placemaking and the rebuilding/repurposed movement, holding workshops and bringing national experts to the capital region to speak on arts and cultural topics of relevancy. Additionally, the council is expanding and growing its Festival Alliance membership, working to support the area's festival organizers in creating premier festivals in the tri-counties.

The Arts Council continues to add programs, events and opportunities for its members and the community at large, seeking to advance its growth and involvement in the arts community.

# ADDENDUM #2

## ARTS COUNCIL OF GREATER LANSING BOARD OF DIRECTORS 2017

### President

Jeff Magnuson, Manager - James B. Henry Center for Executive Development

### Vice President

Ginny Haas, Former Director of Community Relations - Michigan State University

### Treasurer

Kathie Feldpausch, Vice President and COO, Michigan Realtors

### Secretary

Steven Kozera, Director, Govt. Relations - Michigan Dept. of Military & Veterans Affairs

Patty Barnas, First Vice President Commercial Banking, Flagstar Bank

Terry Carella, Director of Communications - Thomas Cooley Law School

Stella Cash, Vice President of Development and Strategic Partnerships, Sparrow Hospital

April Clobes, President/CEO, Michigan State University Federal Credit Union

Sharon Ellis, State ADA Compliance Officer - Michigan Dept. of Technology, Management and Budget

Ryan Lowe, Partner - Simplified Tax

David McKeague, Sixth Circuit Judge - US Court of Appeals

Kirk Meadows, Senior Attorney, Jackson National Life

George Orban, Community Volunteer

Joe Ross, Partner, Communications and Research, Inc.

## **Staff**

### Executive Director

Deborah E. Mikula

### Program Manager

Meghan Martin

### Communications & Events Manager

Dawn Gorman

### Administrative Assistant

Taylor Rupp

### Graphic Designer

Ryan Logan

### Maintenance

LeAnn Wake

### Young Creatives: Artists-in-Residence Program Coordinator (Contracted)

Mila Theroux

# ADDENDUM #3

## ARTS COUNCIL OF GREATER LANSING

### COMMITTEE LIST 2016

#### Executive

The Executive Committee of the Board may exercise any powers and authority of the Board in the management of the business affairs of the Corporation during the period between Board meetings. They will serve as the annual evaluation committee of the Executive Director and will serve as the board development committee in the recruitment of candidates to the Board. They will also develop plans for annual Board orientation and oversee board professional development opportunities.

**Chair:** Jeff Magnuson

**Members:** Joe Viviano, Ginny Haas, Steve Kozera

#### Finance

Develop annual operational budget. Review financial policies and procedures. Provide financial oversight and address other financial issues, including investments, as needed.

**Chair:** Kathie Feldpausch

**Members:** David McKeague, George Orban, Ryan Lowe

#### Education

Support the needs of the smARTS program as necessary. Assist in advancing and promoting any other relevant educational experience, activities, and programs aligned with serving the Arts Council artists and arts organizations.

**Chair:** Terry Carella

**Members:** Hope Rollins, Michelle Word, Katrina Daniels, Alice Brinkman, Sarah Pinder

#### Collaboration

Support the development of partnerships and collaborative relationships that position arts and culture as integral to developing creative communities. Work to build strong alliances with municipal leaders, economic development, schools, CVB, commercial associations, etc. Assist in incorporating the Cultural Economic Development plan into overall work of the Arts Council and bring focus to placemaking initiatives in the tri-counties including public art, art walks, etc.

**Chair:** Ginny Haas

**Members:** Steve Kozera, Tina Newhauser, Arnold Weinfeld, Michelle Carlson, Sara Parkinson, Sam Schultz, Becky Brewer, Bill Mansfield, Joy Walter, Heather Driscoll

#### Celebration

Support the needs of the grant giving programs including the Young Creative Scholarships, the Individual Artists Grants and the Chris Clark Fellowships. Help plan and execute the fundraising events and award programs of the Arts Council.

**Chair:** Craig Mitchell Smith

**Members:** Jeff Magnuson, John Dale Smith, Suzanne Brouse, Stella Cash

#### Advocacy and Communications

The Arts Council is a regional leader for arts advocacy and works actively at the local, state, and national levels to assist constituents in voicing important issues regarding arts education, cultural economic development, cultural tourism and cultural issues. Assist in defining statements, making contacts locally and statewide to address issues of importance to our arts and cultural community.

**Chair:** George Orban

**Members:** Joe Viviano, Sarah Triplett, Dave Trumpie, Bruce Ashley, Joe Ross

#### AD HOC for 2017

##### Strategic Planning

Review and create an update to the 2017-2019 Strategic Plan

**Members:** April Clobes, Jeff Magnuson, Kurt Dewhurst, Joe Ross