



Strategic Plan FY2019 – FY2021
Adopted January 2019

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ARTS COUNCIL OF GREATER LANSING BACKGROUND NARRATIVE

Since our founding in 1965, the Arts Council of Greater Lansing has played a key role in ensuring the health and vitality of Clinton, Eaton and Ingham counties with a mission to support, strengthen and promote arts, culture and creativity. Our region's identity, spirit and continued economic growth are defined by our arts and culture sector, which includes our cultural organizations, artists and a prominent history of creative expression. As a membership and service organization, the Arts Council supports the growth of arts organizations; works to keep the arts in schools; strengthens the "business of being an artist;" advocates for the arts; and empowers and coordinates the diverse cultural activities to make a difference in the lives of those who live, work and visit this region. We provide a collective voice to 300 dues-paying members who generate over \$147.5 million in regional economic impact.

We serve a diverse membership base of close to 100 organizations including small, mid-size and large arts and cultural organizations in rural, suburban and urban areas. Our membership includes arts galleries, cultural commissions, community theatre groups, museums, colleges and universities, schools, theatres, choirs, symphonies, dance troupes, festivals 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 robust 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 4 full-time positions with 2 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 16 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.

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 January 2018 to October 2018. Utilizing the 2018-2020 strategic plan as a guide, a member survey was conducted, a board/staff retreat held and informal interviews with key community leadership held to review the Arts Council of Greater Lansing’s mission, vision, and goals and to begin work on a new 3-year strategic direction. At the same time, a renewed Cultural Economic Development plan was also being written and many of the concepts and goals of this plan were incorporated into our workplan.

Lansing based nonprofit consultant, Robin Grinnell, facilitated the board/staff retreat 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.

After all input was gathered and synthesized, a new strategic plan was drafted by Executive Director, Deborah E. Mikula in coordination with the Strategic Planning Committee, Patty Lloyd Barnas (President), April Clobes, Josh Holiday, Kirk Meadows, Kurt Dewhurst, and Rachel Elsinga and was presented for review at the January 2019 Board of Directors meeting and formally adopted.

This document is a culmination of our work. The 2019-2021 plan identifies five strategic priorities and five on-going programming/service areas. 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.

SOAR SUMMARY (Strengths, Opportunities, Aspirations and Results)

Strengths <i>Summary: Becoming THE voice of arts and culture in the region</i>	Opportunities <i>Summary: Become THE definitive umbrella organization that oversees arts/cultural opportunities for the region.</i>
<ul style="list-style-type: none"> • Good progress on strategic plan • Creative Placemaking Summit • Effective programs • Grants to support community • Exposure for artists • Raising the visibility of arts and culture (education, placemaking, public art) • Established leader as an arts leader and advocate • Dedicated board and staff 	<ul style="list-style-type: none"> • Regional event or program similar to Art Prize • Development of a community arts and culture center • Continue to develop community partnerships • More connectivity to major businesses and business leaders • Media relations/partnerships • Increase professional development capacity • Increase presence in regional placemaking • Build on success of Creative Placemaking Summit to build ACGL profile (regional or national)

Aspirations <i>Summary: Balance internal and external systems to maximize ACGL's presence in the community and build long-term financial sustainability.</i>	Results <i>Summary: defined evidence of our success</i>
<ul style="list-style-type: none"> • More scholarships and grants • Art Prize Lansing • Hiring artists for more work in Lansing (murals, other attractions) • Shore up annual financials for the future • Build ACGL endowment – own operations and support future programming • More placemaking and arts programming • Support Performing Arts Center • Arts Showcase/Celebration • Professional development • Foster collaboration between artists, organizations, government. • Education efforts • Advocacy • Support CED plan and ACGL strategic plan 	<ol style="list-style-type: none"> 1. Funding Plan by June 2019 – include endowment building to secure ACGL sustainability 2. Build cultural diversity of ACGL – representative of community, artists – plan by October 2019 (start with board and build plan beyond board; need analysis of members; reciprocity; position ACGL as learning community) 3. Advocacy/municipal leadership – 2022 millage campaign (more conversation) 4. Unified Arts Funding – ACGL take the lead, tied to advocacy/municipal leadership (define timeline - funds pass through ACGL as grantmaker; conduit; leader) 5. Expand Opportunities for Artists (items #3+#4 = success); start with promotion of directory to community, business and funders

KEY STAKEHOLDERS

We can't do this alone. It is only by shared influence and learning that the Arts Council of Greater Lansing can affect greater change and build recognition for the power of the arts. While we work with many arts and non-arts decision makers, our primary stakeholders in Clinton, Eaton and Ingham Counties include:

- Artists in the Performing, Visual and Literary Arts
- Non-Profit Arts and Cultural Organizations
- Festivals
- Arts Educators
- For-Profit Creative Entrepreneurs and Arts/Creative Industries
- Organizations that play a role in bringing a community together but are not official arts organizations like Downtown Development Authorities, Commercial Associations, Churches, Neighborhood Associations
- Private Sector Leaders from businesses and foundations
- Public Sector Leaders/Elected Officials including mayors, city/county managers, city/county council members, commission members, legislators, and others at the federal, state and local levels
- Education Leaders including superintendents, school boards and teachers
- Arts Advocates
- Individuals of power and influence including philanthropists and patrons, civic leaders, volunteers and board members of arts and cultural organizations.



VISION

Transforming communities and lives through the power of creative expression.

MISSION

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

BELIEF STATEMENTS

We believe in both the intrinsic and the instrumental value of the arts.

We believe that the arts foster civic engagement, stimulate economic activity and increase cultural empathy and this plays a crucial role in sustaining thriving communities.

We believe that our region, our communities and our neighborhoods can be strengthened and transformed by working collaboratively and creatively.

We believe that the arts articulate, preserve and perpetuate our shared histories and cultures.

We believe in art for all - everyone deserves equal access to a full, vibrant creative life, which is essential to a healthy and democratic society.

GUIDING PRINCIPLES

We are Good Stewards

We have been entrusted to fulfill the legacy that was born in 1965 to establish an active and credible Lansing region arts council. We provide transparency, openness and responsiveness in all public matters and adhere to the highest professional standards of conduct and ethics.

We are Inclusive

We value diversity in all of its many forms just as we honor the fundamental value and dignity of all individuals. We create and maintain an environment that respects diverse traditions, heritages and experiences, valuing and recognizing the equal rights of all human beings. We are committed to ensuring that all individuals who apply to, work with or otherwise interact with us are treated with fairness and respect and accorded equal opportunity.

We are Innovative and Creative Leaders

We embrace an internal culture that values innovation and cooperation, utilizes talent and skills and provides opportunities for growth and learning. We value the wealth of creative ideas that are generated from our staff, board, members and the region. We are organizational and community leaders, who seek life-long learning opportunities and embrace new ideas. We keep our hand on the societal pulse and are present-moment as well as watchful big-picture thinkers who council, advise, interpret and identify changes and challenges in arts trends.

We Promote Conversation and Dialogue

We expect and embrace critical discourse and debate from all perspectives, examining different opinions, values and beliefs and encouraging all to step out of their comfort zones toward open self-expression and empowerment. We mold and shape ideas, building consensus to create pathways of understanding and respect.

We Connect the Dots

We value the concepts of cross-sector collaborations – reaching into and across all sectors – business, municipal, social service, education, faith-based, arts and cultural – to create art at every opportunity. We focus on building bridges that help create impact in our communities through the lens of the arts. We encourage artful partnerships that shape a more connected and self-reflective community.

We are Change Agents

We value calculated risk taking and progressive thinking to create innovative solutions in our daily work and in revitalization of our region through the arts, testing our limits and challenging ourselves. We are not afraid of the status quo in search of better, smarter or faster solutions. We are agile, constantly soliciting stakeholder feedback, implementing thoughtfully executed data-driven improvements.

We Welcome All

Providing stellar customer service, we create an environment, real or virtual, that is welcoming, friendly and hospitable. As attentive listeners, we provide timely feedback to problems, challenges and inquiries. We are open and accessible to all.

We Value All Forms of Creative Expression

There is no one universal definition of art but there is general consensus that art is the conscious creation of something beautiful or meaningful using skill and imagination. Our definition of “art” is as wide as it is deep, including theatre, dance, music, creative writing, visual arts, photography, poetry, film, fashion, cultural (zoos, science centers, museums), gardening, architecture, opera, food, graphic design, jewelry making, quilting, to name a few. All these activities have creativity at the center, and can each take creative expression to new levels of complexity and beauty. Creativity breathes life into all manners of being, offering opportunities to enhance any experience.

STRATEGIC PRIORITIES

Strategic planning and setting priorities assumes that we will be quick to respond to a dynamic, changing environment, which may require changes in the future. Following an internal assessment of our programming and resources, including human, financial and facilities, as well as an assessment of community needs accomplished through input from the board and staff and through discussions with a variety of stakeholders in our community, we determined the following strategic priorities and strategies.

Priority Action	Desired Result
<p>1. FUNDING PLAN. Develop a robust funding plan to secure Arts Council sustainability</p>	<p>Funding Plan by June 2019 to include</p> <ul style="list-style-type: none"> a. Endowment b. Corporate Partner Strategy – make corporate relationships more than sponsorship c. Broad strategies, comprehensive plan
<p>2. CULTURAL DIVERSITY. Advance and advocate for a more diverse cultural environment that reflects our community including inclusion, diversity and equity amongst our board, staff, members and donors.</p>	<p>Cultural Diversity Plan by October 2019 (start with board and build plan beyond; need analysis of members; reciprocity; position Arts Council as learning community)</p> <ul style="list-style-type: none"> a. Engage Refugee population b. Engage International Student population c. Utilize demographics of the Capital Region.
<p>3. COLLABORATIONS and CONVENINGS. Increase and build partnerships and collaborations with our municipal and campus leadership fostering dialog around creativity.</p>	<ul style="list-style-type: none"> a. Convenings of non-arts partners b. Coordinated planning c. Focus on Michigan Ave. Corridor d. Encourage the creation of Creative Hubs/Creative Districts. e. Create annual studio and creative spaces tour of artists f. Expansion of the arts role in helping solve community challenges (health care, blight, police relations, racial, safety, land use, transit, parking, housing, disability, etc.)
<p>4. PROJECT/OPERATIONAL SUPPORT FOR MEMBERS. Create/cultivate funding mechanisms that will provide for a secure and stable funding base for artists, arts organizations and arts educators.</p>	<ul style="list-style-type: none"> a. United Arts Funding – Arts Council to take the lead, tied to advocacy/business leadership (define timeline - funds pass through Arts Council as grantmaker; conduit; leader) Increase corporate awareness of arts funding b. 2022 Millage campaign for Art for Prosperity Region 7 c. Add percent for arts program in regional municipal organizations
<p>5. ARTIST FOCUS. Expand Opportunities for Artists to Work (resources, grants, scholarships)</p>	<p>Expand Opportunities for Artists (items #3+#4 = success); start with promotion of directory</p>

	<p>to community, business and funders</p> <ul style="list-style-type: none"> a. Explore deeper business planning for artists (including micro-lending, business pitches, business plan development) b. Market the Artists Directory differently bringing focus to it. c. Expand working opportunities for local artists.
<p>6. IDENTITY. Establish and promote a shared creative identity for the tri-counties “Where the arts connect culture and community”</p>	<ul style="list-style-type: none"> a. Work with regional partners (GLCVB, Chamber, LEAP) to create a shared identity. b. Solicit input from artists and arts leaders c. Change the moniker of “A lot of a little” to “we are a destination for the arts”
<p>7. FESTIVAL ALLIANCE. Expand and strengthen the Festival Alliance and realign funding to create signature events.</p>	<p>An important step is to create large regional signature festivals (large audience capacity) at the same time continue to support neighborhood, small community festivals.</p> <ul style="list-style-type: none"> a. Realign funding to support signature festivals

ONGOING PROGRAMMING/SERVICES

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

1. 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.

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.

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

- Explore the event serving a national audience

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

Convene regular informal constituent gatherings to network, share ideas, provide inspiration, and discuss issues.

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

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

Develop a fee-for-service model of consulting services

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

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

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

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

Identify existing entrepreneurial training and business development programs that can be tailored to support the creative community.

Work with area partners to identify and connect constituents with existing office space, exhibition space, studio space, performance space, or incubator space.

Offer members the exclusive opportunity to utilize the amenities of the Arts Council of Greater Lansing “business resource center”.

Maintain an arts and cultural directory.

Develop a comprehensive listing of available performance spaces.

4. 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.

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

Produce a bi-monthly opportunities newsletter “Creative Connections”.

Regularly identify and send out information resources to members and others.

Maintain a clearinghouse of on-line relevant arts and nonprofit resources.

COLLABORATE

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

1. Implement the Cultural Economic Development Plan with area partners to help grow creative enterprise.

Identify annual resources and create additional incentives that will support and strengthen the creative sector.

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

Serve as “THE” ambassador for promoting and implementing placemaking strategies and initiatives.

- 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.

Pursue collaboration/partnership with LEAP to promote economic and community development initiatives.

Explore the concepts of “Created in Lansing” brand.

Work in partnership with the Greater Lansing Convention and Visitors Bureau to promote and increase cultural tourism.

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

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

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

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.

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

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

Investigate a broad fundraising strategy to build a new local funding pool for the arts.

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.

5. Assist local municipalities in the development and promotion of the advantages and value of Percent for Arts initiatives.

6. Build relationships with local developers to discuss ways to work toward new projects and ideas that support the art in our region including artist live/work spaces.

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

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

Participate in local, statewide, and national meetings and events when necessary and appropriate.

Executive Director “at the table” with thought-leaders.

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

Garner personal stories and testimonials from constituents and art supporters.

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

3. 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.

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

Seek opportunities to disseminate information to the media.

Organize meetings with local legislators, municipal leaders, school board members and constituents.

- Create an opportunity for our members and donors to advocate at the local level during the month of March (on-going each March) Through training, increase constituents’ knowledge of current public policy issues and educate constituents on ways to become effective advocates

Conduct letter writing campaigns or other grassroots efforts as needed.

Seek out public speaking engagements.

Attend, testify, and report at local and state hearings regarding the importance of public arts funding.

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

Represent constituents and provide sound logistical advice and consultation from an arts/cultural perspective by providing reports and resource materials as needed.

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

Develop and maintain a system for electronic communications to be regularly delivered to members, donors, and leaders.

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.

Further develop relationships with media outlets to increase awareness of arts and cultural activities.

Map arts and entertainment attractions and widely distribute via print and electronic means.

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

Through print, web and social media.

Develop and write a monthly column featured in the Lansing State Journal, Capital Gains, Women’s Weekly.

Produce a series of videos that showcase the value of arts and culture in our community.

Develop a “Got Arts” campaign and highlight artists and arts and cultural organizations outstanding work.

7.Increase research, writing, and publishing capabilities

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.

Document best practices in administration and placemaking. Publish findings.

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.

1. 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.

- 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

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

2. Recognize outstanding achievement of local art supporters (individual and business) and area arts groups, artists, educators through an annual awards program.

3. Bring together arts patrons 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.

1. Continue to build and promote a strategic, mission focused organization.

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

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

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

2. Continue to build and maintain a knowledgeable and passionate board of directors.

Periodically review the roles and responsibilities of the board and evaluate and strengthen board recruitment process.

- Build an annual matrix of individual members strengths and weaknesses including diversity.
- Develop a succession planning document for board leadership.

Ensure Nominating Committee seeks out and proposes board members who add diversity to the Board and help the Arts Council remain representative of the community we serve.

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.
- 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.
- 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.

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

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

Strengthen and evaluate committee structure.

Annually provide new board members with an orientation process prior to their first meeting.

Regularly review and update organizational documents and policies including:

- 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.

3. Employ a knowledgeable, competent and committed staff.

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

Promote and offer opportunities for staff to advance their technological knowledge through training/educational opportunities.

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.

Investigate additional ways to utilize interns and volunteers in delivering programs and services.

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

Develop and implement a fund development plan.

Increase earned income through fee for service, workshops, and contracted services.

- 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.

Increase contributed income through additional funding from government, corporations, foundations, and individuals.

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.

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

Continue to incorporate an annual fundraising events (Holiday Glitter) that supplement the contributed income.

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

Evaluate benefits and profitability of Arts Council of Greater Lansing's membership program and make appropriate revisions.

Develop a membership campaign to recruit new and renewing members into Arts Council of Greater Lansing.

- 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%.
- Explore and institute methods of re-enlisting lapsed members.
- Retain and increase first year member renewal rates.

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

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.

Bi-annually update our technology plan and clean share drive for more efficient access.

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

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

Continue to implement an overall marketing plan that increases visibility of Arts Council of Greater Lansing.

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

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

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.

Arts Council of Greater Lansing will act as a media resource on arts and cultural affairs in the capital region by contributing articles to local, statewide, regional and national publications talking about its programs in the Capital Area.

Maintain accurate photo and press archives of all Arts Council of Greater Lansing activities.

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

Outline program and service areas. Gather stakeholder groups, develop objectives, create a planning document.

Annually survey membership about their needs and what they want Arts Council of Greater Lansing to provide.

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 capital 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 Capital 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, ACGL 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.

ARTS COUNCIL OF GREATER LANSING - BOARD OF DIRECTORS FY2019

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