

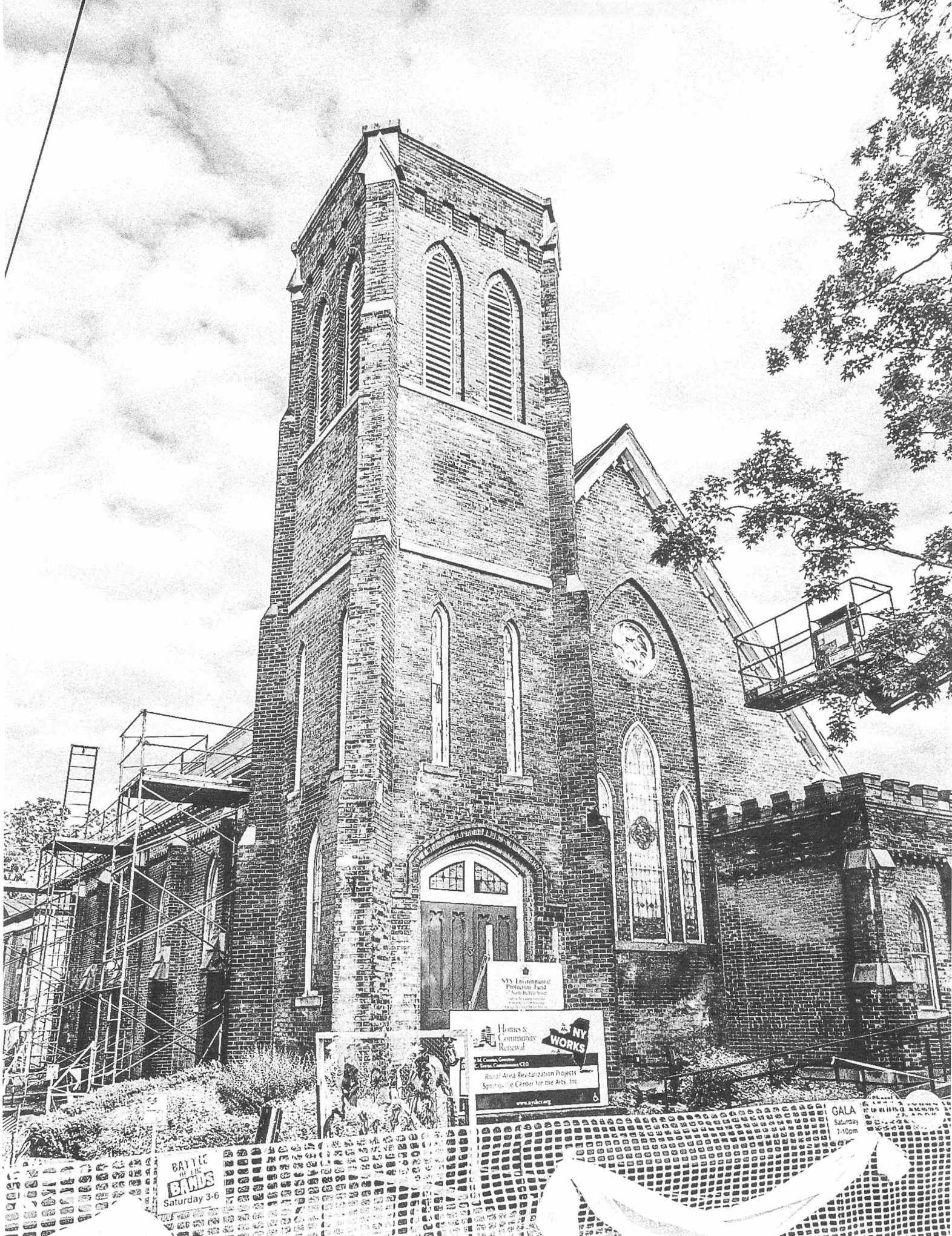


SPRINGVILLE
Center
for the ARTS

STRATEGIC PLAN

2018 - 2022

springvillearts.org



BATTLE OF THE BIRDS
Saturday 3-6

NYS Environmental Protection Fund
A Statewide Fund
NYS Office of General Services
Environmental Conservation

Homes & Community Renewal
NY WORKS
NYS Office of General Services
Rural Area Revitalization Projects
Springville Center for the Arts, Inc.
www.ny167.org

GALA
Saturday
7-10pm



A SCA: The Journey

Springville Center for the Arts is a nonprofit, community multi-arts center located in the heart of downtown Springville, NY at the border of Erie and Cattaraugus Counties. Established as a grassroots collaborative venture between a long-standing community theater group and a network of fine artists in 1998, the Center is the only permanent year-round cultural provider in the area. The Center provides a multi-arts venue where people gather to both directly participate in and experience creative pursuits, performances, the visual arts or educational programs. The organization has grown from volunteer roots to a professional staff along with summer interns. Volunteers remain critical to the execution of artistic programs as well as completion of a bold capital renovation plan.

The organization was founded by the Springville Players, who began producing live community theater in the 1960's. For the first thirty years, theater events took place at area schools and other temporary locations before moving to the former Brown's Shoe Store at 35 East Main Street in 1998. The store was converted into a black box theater with adjoining gallery and reception space. Initial programming quickly expanded to include youth theater productions, a cinema program, workshops, a writers' workshop, a gallery and concerts.

In June of 2007, the organization rallied together and purchased the Baptist Church of Springville, which was built in 1869 and was listed on the

National Register of Historic Places in 2008. The building had suffered from years of neglect with leaking roofs, crumbling masonry and partially dismantled interior spaces. Programming began with makeshift modifications and a far-reaching master plan was developed. The Center underwent extensive renovations from 2013 to 2017, funded from a mix of individual contributions, foundation grants and State funds. The Harold L. Olmsted Gallery, named after a local notable architect and artist, the Fran Vacanti Classroom, and an elevator were completed on June 18, 2016. New bathrooms were finished the following year.

Over time the Center's programming has expanded to include community wide events such as the Annual Art Crawl, extensive summer youth programming, and increased visiting artist programs. The Center has taken a leadership role in community development and actively partners with Springville Youth Incorporated, the Springville Regional Service Coalition and downtown merchants among others. In 2012, the Center acquired 5 East Main Street, a collapsed building at the nexus of Springville's downtown, and began working to rebuild the structure into Art's Cafe with a secondary performance space, an additional workshop area, artist residences, and a publicly accessible green roof.



Vision, Mission, Values

VISION

Ignited by the arts, Springville is known far and wide as a vibrant, creative community where people want to live, work, and play.

WE BELIEVE IN:

Expanding horizons. We open doors to new experiences, learning, self-expression and fulfillment. SCA encourages everyone to participate in the arts.

Artistic excellence & innovation. We value high artistic standards, taking risks and introducing new artistic ideas to our audiences.

Building community: Our programs create a place where people experience a sense of belonging and appreciation.

Arts-driven development: The arts play a critical role in the economic health of the community. SCA plays a leading role in community revitalization.



MISSION

Springville Center for the Arts is a multi-arts center that actively engages people from our community, our region, and beyond through performances, exhibitions, education and other arts programs. As a catalyst for creative inspiration and development, Springville Center for the Arts encourages direct participation in the arts by all segments of our community.

OUR VISION LOOKS LIKE:

Springville is one of the top 10 creative places to live in the US...“alumni” donations...extensive public art collaborations...Art’s Cafe a hub... expanded 1-5-7-9 Main Street ..feeder farm for cafe...haven for artists and creators... robust residency program...performances by world-renowned artists and musicians... live opera...mural installations... metal casting...artisan crafts...writing competitions...film screenings...Roswell site arts park...preschool arts space...arts parsonage...thousands of visitors walk the streets and see puppeteering, plein air painting, storytelling, live music... line around the block for theater season tickets...completed entryway, theater, gardens, parsonage...vibrant downtown Main Street with no vacancy...Springville has become a destination with millennials and retirees alike finding a new home in the southeast corner of Erie County...green roof movement has spread in Springville... growing regional influence...multi-day festivals... solid funding and endowment...

B Planning Process

Since 2008, the SCA Board has been actively participating in a strategic planning process to ensure that the organization is regularly evaluating its work, developing Board leadership, and setting goals that advance a dynamic vision for the future.

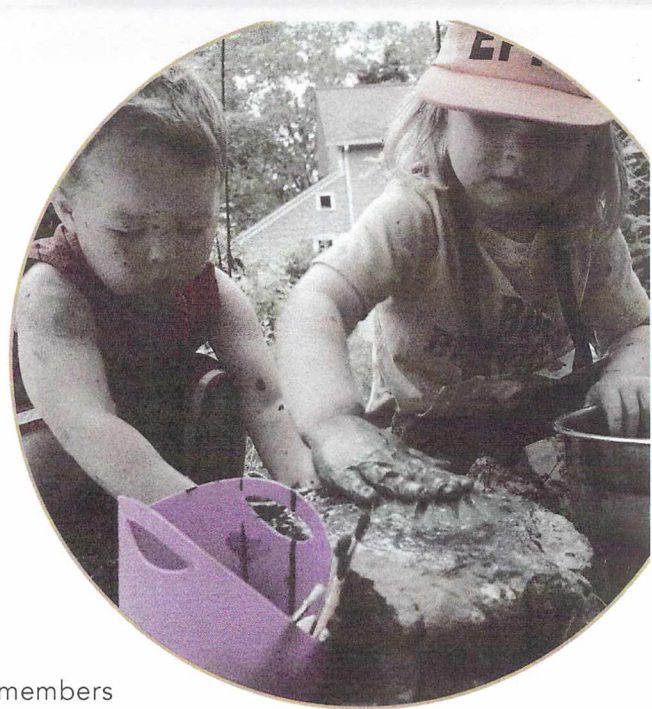
The current strategic plan builds on work the Board and staff undertook in 2011 with Eve Berry & Partners.

Through a capacity building grant from the John R. Oishei Foundation, the Art Center engaged in a comprehensive planning process, including

stakeholder input, retreats and meetings with the Board and staff. The resulting 2011-2017 plan launched the organization forward, helping to implement 1.5 million dollars in capital improvements, expand staff from one part-time position to three full-time plus seasonal employees, garner regional press coverage and transform the organization's position within the community.

In the fall and early winter of 2016, the staff and Board laid out a process for updating its strategic plan utilizing Allison Duwe, a former non-profit director. The initial retreat

took place in January of 2017. The main objectives of this retreat were to: strengthen the Center's leadership team as several new Board



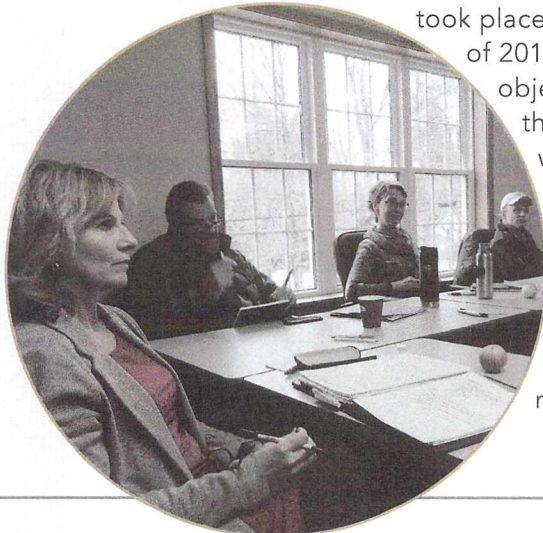
members had been elected; evaluate progress to date on the 2011-17 strategic plan; identify areas of alignment among the leadership team with the current mission, core values, and vision of the organization; and to assess the organization's Strengths, Weaknesses, Opportunities, and Threats (SWOT).

At the retreat the Board was introduced to the work of Jim Collins, namely the concept of the Big Hairy Audacious Goal and Collins's vision framework. The Board and staff were highly aligned around what the Center's impact will be -

Transforming the surrounding community to one that deeply appreciates and participate in the arts.

Feedback was gathered from committees and stakeholders after the first retreat to further develop the Board's SWOT analysis. With work done to build out the SWOT and draft a unifying vision, the Board and staff gathered for a second retreat in April of 2017 to complete a vision matrix and draft five-year strategic goals that would enable the staff and Board to craft specific and actionable annual plans.

Transforming the community to one that deeply appreciates the arts



D Assessment

Our Main Accomplishments and Challenges:

The leadership team conducted an assessment of the organization, including a review of major accomplishments and challenges since the writing of the 2011-2017 strategic plan and the creation of a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis.

Comments included:

SCA staff is highly capable and the organization has a great pool of talent and leadership. Our Board of Directors has become strong, very aligned and members are well connected to the community. SCA has earned a good reputation locally and regionally, as witnessed by the organization's recent nomination by Arts Services Initiative (ASI), as an arts organization of the year.

The Center rescued a key Main Street building from demolition and made great advancements on the completion of the project. The Harold L. Olmsted Gallery, Fran Vacanti Classroom, new elevator and bathrooms at the main space were completed and have generated a lot of excitement. Over the course of the recent renovations the Center raised \$200,000 in individual donations in addition to membership and fundraising events.

Our renovations at the church involved over 200 volunteers.

The Center has been challenged by a lack of staff, having only recently added two additional employees. We struggle to provide the kind of consistent, quality

programming we need to see. Marketing has been erratic. Our budget, while growing, was very tight and staff levels are very precarious. Theater volunteers have been declining.

E SWOT

The following represents the work of the Board to identify the most important strengths to build on, weaknesses to address, opportunities to pursue, and threats to mitigate.



STRENGTHS:

- We are the only multi-arts center in the area and we defy people's expectations. There is something queer and magical about the Center's existence in a small town.

There is something queer and magical about the Center's existence



- We take risks - this is what makes us unique and brings rewards.
- Our building is beautiful and offers a complete multi-arts experience. We have one of the best gallery spaces in WNY. The sanctuary is a great space for a reflective and intimate experience. More renovations are planned.
- We build community.
- We are well-connected and networked.



WEAKNESSES:

- SCA has debt, a lack of financial reserves, and cash flow restrictions which hamper our growth.
- We don't always fill our seating capacity.
- There is a lack of consistent programming as well as advanced scheduling.
- Our main space at 37 North Buffalo St. requires additional renovation work. There is no dedicated office. The poor condition of our theater is particularly visible now that the gallery is completed. There is no clear entrance, exterior signage, lighting or visibility from the street.

OPPORTUNITIES:

- The completion of Art's Cafe will lead to program expansion and promotion of SCA.
- We are positioned to expand and diversify our offerings such as artisan programs, classical music, dance, or summer stock theater.
- SCA can build on past partnerships to lead collaborative endeavors.
- Increased staff and support can build excitement for live theater and other programs.
- Our setting is alluring to visiting artists with the parsonage, cafe, cafe residences, and school programs

THREATS:

- With the advent of digital media there is a cultural shift. People are not attending events or engaging in live experiences as frequently.
- Springville is economically challenged. Main Street is struggling. We have limited access to corporate and wealthy donors. Local small businesses get asked for financial support often.
- Many in the region perceive Springville as being a rural, economically struggling small town without cultural offerings, located too far away.

 Our setting is alluring to artists

The prioritization of SCA's SWOT guided the Board and staff's work to develop 5-Year Strategic Goals.

The facilitator then worked with the staff and Board to develop benchmark objectives related to each strategic goal and guided the Executive Director and Board President on how annual plans could flow from the strategic plan.



SPRINGVILLE Center for the ARTS

TIMELINE



The Beginning: Community Play and Community Musical

1951

The Community Play

1960

The Community Musical. Large-scale productions were produced by the Springville-Griffith Faculty Association to raise funds for the Gerlach Student Loan Fund.

1965

Success of the program drives the construction of a new auditorium at the high school.



Birth of the Springville Players

1965

Springville Players formed to support the Community Musical and produce additional theater. Membership costs \$4.25.

1970

My Fair Lady—the Community Musical has worked with 1,000 students, 300 teacher and 17,000 attendees.



Move to Springville Elementary School

1973

Springville Players move their productions to the Springville Elementary School stage as a more permanent home. The Players' productions become more independent and artistically adventurous.

1974

Springville Players are incorporated as a nonprofit corporation.

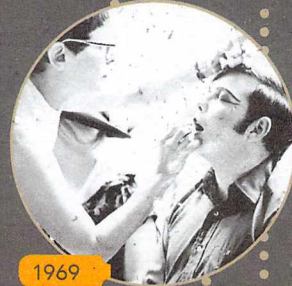


30 years, 50 productions

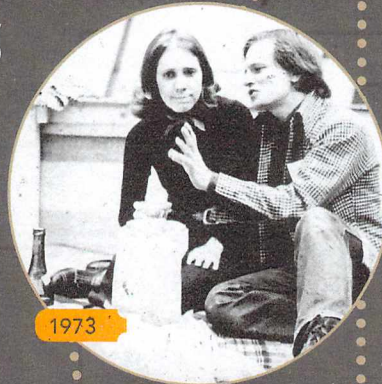
The Springville Players continue to attract talent and audiences to their performances. In addition to the work at the school, productions are staged regionally.



1965



1969



1973



1981



Birth of an Arts Center

1998

After a series of Town Hall Meetings, The Springville Players collaborate with visual artists and performers to create a community arts center in a vacant shoe store.



Gallery Program Thrives

The new gallery program attracts visual artists from across several counties. Ten exhibitions are displayed yearly and a small shop area sells locally made artisanal crafts.

2001



2001

Committees are formed to better represent the interests at the Center. A grant is received to purchase a computer.



Student Involvement

2003

Incubated by SLAM, an informal club of "Students Loving Art and Music" at Springville-Griffith, the shows soon attract students from other districts. The program gives rise to many professional performers.

2003



2004

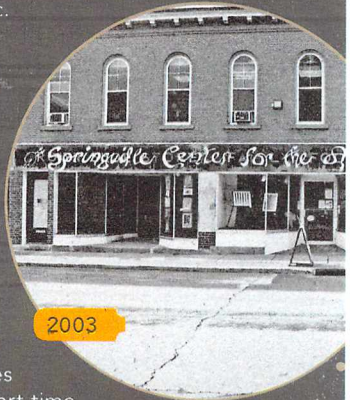
The Arts Center joins the larger cultural community with participation in nonprofit training by the Buffalo Arts Council. The name legally changes to Springville Center for the Arts, Inc.



Staff Hired

2004

Flourishing programs see the organization's annual budget double with scores of volunteers producing concerts, serving as receptionists, hanging exhibits and staging theater. The Board hires Mimo Fried, the first part-time Executive Director.



2003

2004



Cinema at the Center

With a screening of *Become the Sky*, cinema is added to the palette of events at the center.



Kids' Workshops: Theater & Art Camp

Fulfilling the organization's mission to serve all segments of the community, Art Camp and Theater Camp begin a tradition of summer classes for children. Working alongside adult artists, young thespians fill the stage while young artists fill the gallery with clay creatures, handmade percussion and mutated shoes. Later partnership with Springville Youth Incorporated expands the program greatly.



2004



Concerts

Concerts continue to grow in popularity with local and regional acts. Rock shows produced by teenagers introduce a new generation to the Arts Center and expose the power of the internet and social media.



2005



Expanding Programs Crowd Center

With a drastic increase in attendance and the number of productions over the course of the Center's eight years, more space is needed. The Board eyes available real estate and prepares the organization to become ready for a capital campaign



2006



2007 New Home with Wider Reach - SCA opening

After raising \$100,000 from the membership in just a few months, an 1869 Church is purchased to become the new permanent home of Springville Center for the Arts. Programs move into the makeshift setting and dignitaries attend a ribbon cutting ceremony.



2007

2007



Olmsted Gallery & Mongerson Theater

Named after local architect and artist Harold L. Olmsted, the transition to the gallery is supported by relations, friends and the many people he influenced over the years. Theater productions move to the ninety-seat Carol Mongerson Theater. The school donates seating which originated with the Community Musical program forty years earlier. Mongerson, a local playwright, director and artist was key to the formation of the center.



Art's Cafe Acquisition

With a successful campaign to raise over \$30,000 in 30 days with an online platform, SCA acquires 5 East Main Street and begins a long-term project to transform the collapsed structure into artist residences, workshop space, public green roof and a cafe. The groundwork is laid to launch a public shareholder program.



2012



Children's Theater Interns

An annual summer program is created, bringing college students from around the US to teach and perform in Springville. Summer programs are significantly increased through a partnership with SYI.



2012



2013-2017 Classroom Addition & Exterior Restoration

With the assistance of area foundations, State grants and individual donations, extensive renovations are completed including a new elevator, exterior restoration, commercial bathrooms, gallery and new Vacanti Classroom.



2014



Staff Expansion

With the momentum from the last strategic plan, staff is gradually increased from one part-time employee to two full-time and two part-time employees.



Interior Renovations & Program Expansion

Capping off several million dollars in renovations, the theater will be completed and cafe building opened. The projects focus on making the buildings accessible, efficient and comfortable, providing increased programs for all ages and spaces for the arts in the Springville Area for generations to come.



G Strategic Goals

- 1 Offer consistently high-quality, well-attended programs that truly engage all segments of our population

Key Objectives:

- Increase demand for theater renovations by filling the seats for every performance.
- Invest energy and resources to increase our theater production capacity.
- Capitalize on the newly completed gallery and classroom to present a consistent offering of visual arts programs.
- Deepen our collaborative work with SGI and neighboring school districts to: provide engaging arts programming; reach new audiences; and secure new sources of revenue.
- Pair innovative marketing of key events with consistent patron communication to increase our local and regional exposure.



- 2 Successfully launch Art's Cafe & the 5 East Main Street Project

Key Objectives:

- Raise \$500,000 through community investors to open the cafe, artist apartments and workshop.
- Incubate the cafe operations until profitable.
- Launch expanded arts programs for the stage, workshop and residency spaces.
- Establish the cafe as a center of community activity, attracting local and regional customers and supporting the local economy.
- Use food programs at the cafe to market arts activity.



- 3 Transform the former Baptist Church into a premier multi-arts center

Key Objectives:

- Complete a dedicated accessible entryway, utilizing a mix of public and private grant funds.
- Reunite the parsonage with the church. Temporarily rent as income property. Stabilize condition and convert into the Arts Parsonage with residency and scene shop capacity.
- Finalize construction documents, raise funds and begin renovation of the theater space.

- Assess needed exterior restoration. Implement exterior signage, lighting and priority exterior repairs.
- Develop exterior grounds to reflect dynamic interior arts activity with educational gardens and public spaces.

4 Create a sense of place with arts-driven revitalization

Key Objectives:

- Work with partners to launch public art initiatives.
- Expand Art Crawl and other community events to highlight downtown Springville and market the Center.
- Develop a new winter festival
- Lead efforts with Village and Town to integrate arts and culture into planning and budgets, including the development of a cultural plan.
- Explore, plan and propose bold new opportunities for art-based development including re-imagining the former Roswell site and/or expanding 5 East Main Street.

5 Build SCA's organizational capacity

Key Objectives:

- Reduce SCA's operational debt burden and build a healthy working reserve.
- Establish planned giving opportunities to support future capital and program needs.
- Become a stable staff of 3.5 and

support staff through concerted professional development & networking opportunities.

- Cultivate new volunteers and improve management to strengthen usher, greenskeepers, renovations, and programming volunteer programs with targeted recruitment.



Create a sense of place with arts-driven revitalization

- Increase our annual event fundraising by 100% with our Gala and smaller cultivation events such as house parties.
- Conduct development assessment to identify fundraising opportunities and train the Board. Cultivate new donors to maintain membership at \$18-\$20,000.
- Secure additional funding to support our educational programming, including our summer youth programs.



Genie Z-60/34

ADMAR

32643

ADMAR

"I've been volunteering since Main Street. I keep showing up and the projects just get crazier and crazier"



Bill McGirr



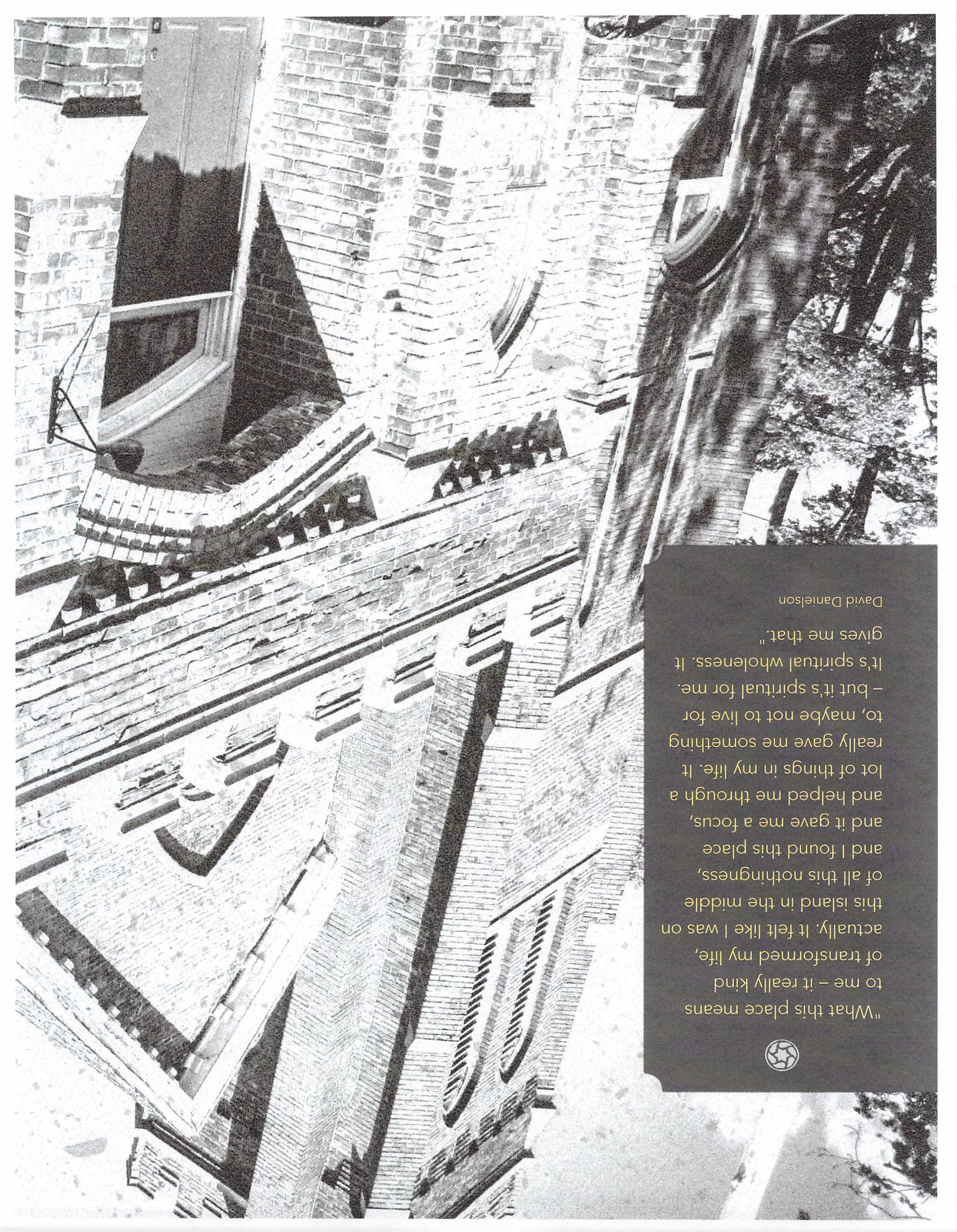
Allstate
You're in good hands





"Talk about progress"
Chris Capella Peters
NYS Historic Preservation Office





"What this place means to me – it really kind of transformed my life, actually. It felt like I was on this island in the middle of all this nothingness, and I found this place, and it gave me a focus, and helped me through a lot of things in my life. It really gave me something to, maybe not to live for – but it's spiritual for me. It's spiritual wholeness. It gives me that."

David Danielson



Programs at Springville Center for the Arts are made possible by the New York State Council on the Arts with the support of Governor Andrew Cuomo and the New York State Legislature.



Events and improvements at Springville Center for the Arts have been made possible by our members; grants from M&T Bank, Allstate Foundation, Community Foundation for Greater Buffalo, Springville-Griffith Community Education Foundation, Give for Greatness, Fund for the Arts, the John R. Oishei Foundation, Cullen Foundation, Baird Foundation, WNY Foundation, Ralph C. Wilson Jr. Legacy Funds at the Community Foundation for Greater Buffalo, Springville Youth Incorporated, NYS Parks Environmental Protection Fund, NYS Homes and Community Renewal, Empire State Development, Environmental Facilities Corporation, Village of Springville NY Main Program; as well as public funds provided by the County of Erie and New York State Council on the Arts.



sca board and staff

Debbie Ehrig, MD, President

Mary Carol Dearing, Vice President

Jeanne Fornes, Treasurer

Michael Baronich, Secretary

Carla Roetzer

Mark Stevens

Marilyn Heary

Tom Herman

Rev. Jonathan Horton

E. Seth Wochensky
Executive Director

Elizabeth Bligh
Programming Director

Tracy Maybray
Director of Operations

Johnathan Reynolds
Special Projects Coordinator

Gerry Hashagen
Chair Performance Committee

Mimo Fried
Mary Scharf Anderson
Co-Chairs Gallery Committee

Brian Kujawa
Chair Theater Committee

Springville Center for the Arts

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springvillearts.org

Creative pursuits enrich our lives



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