



Michigan *Legacy* Art Park

Strategic Plan 2017 – 2022

Underwritten in part by



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KENNARI
CONSULTING





Where are We Going?

Mission

Enriching lives through experiences that connect art, nature, and Michigan's history.

Vision

We will gain statewide importance and a national reputation as a distinguished forest sculpture park by committing to artistic excellence; providing enriching learning opportunities; engaging every person who enters the Art Park; and stewarding our natural, human, and economic resources.

Values

Artistic Excellence: We strive to present artwork that exemplifies creative expression and innovation; is of the highest quality, significance, and merit; and offers viewers fresh insights.

Education: We believe the arts can be a springboard for enhanced learning and are integral in the development of the whole person.

Diversity and Inclusion: We strive for diversity in our leadership, exhibitions, presentations, and programs by involving people of all abilities and backgrounds and are committed to sharing social and cultural perspectives outside the dominant narrative.

Stewardship: We value our entrusted resources and creating a sense of place through active stewardship.

Wellness: We provide a healthy environment conducive for physical, intellectual, and emotional well being

Strategies

1. Strengthen the **IMPACT** of our organization.
2. Increase visibility through heightened **OUTREACH** and collaboration.
3. Commit to comprehensive **DIVERSITY** and inclusion.
4. Ensure the **GROWTH** and sustainability of our organization.
5. Improve our "sense of place" through active **STEWARDSHIP**.



How Will We Get There?

Goals in Support of Strategies

STRATEGIC PRIORITY 1: STRENGTHEN THE IMPACT OF OUR ORGANIZATION.

- a. Continue to grow the permanent collection on an ongoing basis
- b. Expand opportunities for inclusion of more ephemeral (lasting a very short time/back to nature) works
- c. Create a plan for regularly exhibiting new works on loan
- d. Continue to build the artist-in-residence program
- e. Reinvent Poetry Stone program
- f. Expand the programs for interpreting art works
- g. Double the number of youth visiting the Art Park by 2020
- h. Expand *Looking to Learn* materials for teachers, further connecting the Art Park to classroom studies
- i. Develop and use systematic evaluation processes to determine effectiveness of all education programs and events
- j. Enrich the visitor experience by broadening and deepening activities and programs
- k. Build Visitor Welcome Center on the Art Park grounds

STRATEGIC PRIORITY #2: INCREASE VISIBILITY THROUGH HEIGHTENED OUTREACH AND COLLABORATION

- a. Develop strategies to increase visibility and reputation as an arts organization of statewide importance and national recognition
- b. Create an ambassador program
- c. Refine brand to match the integrity of our mission
- d. Pursue collaborations with organizations and businesses to expand our audience
- e. Expand digital content

STRATEGIC PRIORITY #3: COMMIT TO COMPREHENSIVE DIVERSITY AND INCLUSION

- a. Improve diversity and inclusion in key areas of the organization, including Artists and Artwork, Education Programs, and the Board of Directors



How Will We Get There?

STRATEGIC PRIORITY #4: ENSURE THE GROWTH AND SUSTAINABILITY OF OUR ORGANIZATION.

- a. Collect data and create for increased target marketing and donor cultivation
- b. Establish a five-year financial plan
- c. Grow annual fund through cultivation of major gifts, corporate sponsorships, grant writing and memberships
- d. Establish a reserve fund maintaining six months of fixed operating expenses
- e. Invest in endowment fund to help sustain operations in perpetuity
- f. Create planned giving program to allow legacy giving
- g. Provide a vehicle for memorial giving program
- h. Build organizational capacity through database efficiencies, training, staffing, and volunteers

STRATEGIC PRIORITY #5: IMPROVE OUR SENSE OF PLACE THROUGH ACTIVE STEWARDSHIP

- a. Develop a database for documenting the collection
- b. Advance the process for condition reporting and maintenance of works
- c. Expand volunteer pool to 100 by 2020
- d. Create a long-term plan for forest management and trail sustainability
- e. Ensure effective signage throughout Crystal Mountain and within the Art Park