

Strategic Plan 2021 - 2023

02.15.2021

Michigan Legacy Art Park

Overview

Michigan Legacy Art Park (MLAP) is undertaking this Strategic Plan project with the belief that the organization's current mission statement and vision align with the organization's goals. The objective is to ensure the short-term and long-term vitality of the organization. The 6 Strategic Priorities identified are critical to the organization's fulfillment of its mission and long-term viability. The elements are not listed or numbered in order of importance, in that they are all of equal significance and impact.

Mission

Michigan Legacy Art Park inspires awareness, appreciation and passion for Michigan's history, culture, and environment through the arts.

Vision

We will gain 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.

Commitment to Diversity, Equity, and Inclusion

Michigan Legacy Art Park is committed to diversity, equity, and inclusion. In support of this Strategic Plan, it is expected that the Board of Directors, Committees, Art Park Staff, and Persons Accountable will collaborate to identify the strategies and best practices necessary to achieve successful outcomes.

Strategic Priorities

1. The Collection
2. Education
3. Outreach
4. Financial Stability
5. Administration
6. Governance

Strategic Priority 1: The Collection

	Person(s) Accountable	Target Date(s)
A. Create/revise a Master Site Plan that focuses on the expansion of the permanent collection.		
1. Establish tactics for seeking diverse artists and sculptures.	Collection Committee	May 2021
2. Reevaluate and identify feasible sites for future installations.	Collection Committee	November 2021
3. Continue to grow the permanent collection by a minimum of 2-3 artwork installations by 2023.	Collection Committee	November 2023
B. Review the permanent collection and works-on-loan sales policy and procedures.		
1. Make recommendations, if any, for suggested revisions to the Board of Directors.	Collection Committee	February 2022
C. Identify and expand opportunities for the inclusion of more ephemeral works.		
1. Create and implement a policy to expand opportunities for artists to create ephemeral works at the Art Park in balance with the permanent collection.	Collection Committee	March 2022
D. Review the Entry Gallery Program policies and procedures and make recommendations as necessary.		
1. Strengthen the Entry Gallery Plan to call for submissions and actively recruit artists to participate in the next works on loan exhibition.	Collection Committee	November 2021
2. Review physical elements of the trailhead for aesthetics and effectiveness.	Collection Committee & Managing Director	May 2022
E. Strengthen the David Barr Legacy Artist in Residence program.		
1. Review and document DBL Artist in Residence policies and procedures.	Collection Committee	February 2021
2. Review recruitment strategy for artists.	Collection Committee	April 2021
F. Review the Poetry Stone Program.		
1. Review the Poetry Stone condition report and	Collection	

make recommendations as needed.	Committee	March 2021
2. Create and adopt protocols for Poetry Stone Program including but not limited to price for sponsorship, poetry guidelines, policies, placement, maintenance, and approval process for acquisition.	Collection Committee	March 2021
3. Review plans for further development of the Poetry Stone Program.	Collection Committee	March 2021
G. Identify the tools and resources needed, including but not limited to budget, time, and materials, to achieve successful outcomes for The Collection goals.	Collection Committee	Annually

Strategic Priority 2: Education

	Person(s) Accountable	Target Date(s)
A. Broaden educational outreach to expand audiences served.		
1. Establish a minimum of 10 new relationships with educators and/or groups involved in educational programming.	Volunteer Education Director & Education Committee	May 2022
2. Evaluate the range of audiences and determine best strategies to connect with educational tools.	Education Committee	May 2021
B. Evaluate the Art Park's current educational materials (print and digital), workshops, and programs.		
1. Develop and use systematic evaluation tools based on educational standards to determine effectiveness of educational programs and workshops.	Education Committee	July 2021
2. Make recommendations to the Board of Directors to realistically expand, improve, and diversify educational materials and exhibitions.	Education Committee	October 2021
C. Establish guidelines for consistent, transparent, and timely communication between Staff and the Education Committee.	Staff & Education Committee	April 2021

D. Identify the tools and resources needed, including but not limited to budget, time, and materials, to achieve successful outcomes for Education goals.	Education Committee	Annually
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Strategic Priority 3: Outreach

	Person(s) Accountable	Target Date(s)
A. Increase awareness and visibility regionally and statewide.		
1. Review current marketing and public relations strategies, identifying strengths and weaknesses and make recommendations to the Board of Directors.	Executive Director	May 2021
2. Establish metrics to measure effectiveness of any new marketing and public relations strategies.	Executive Director	November 2021
3. Collaborate with regional professionals with marketing and public relations expertise to implement best practices.	Executive Director	May 2021
B. Reinvent volunteer program.		
1. Develop and implement recruitment and retention strategies with incentivized volunteer participation.	Managing Director	April 2021
2. Review current Volunteer Orientation practices, volunteer roles, volunteer assignment, and execute strategies to improve the volunteer program.	Managing Director	May 2021
3. Acquire appropriate technology tools and resources for volunteers.	Managing Director	April 2021
C. Review partnerships and projects, and identify potential collaborative opportunities in areas including but not limited to educational programming and artistic initiatives.	Executive Director, Education & Collection Committees	June 2021 & Ongoing
D. Review current stakeholder information including but not limited to cultural organizations, park visitors, media connections, influencers, and funding sources for targeted outreach and make recommendations to the Board of Directors.		
1. Convert existing data to usable format.	Managing Director	October 2021

E. Identify the tools and resources needed, including but not limited to budget, time, and materials, to achieve successful outcomes for Outreach goals.	Managing Director, Executive Director, & Marketing Committee Chair	Annually
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Strategic Priority 4: Financial Stability

	Person(s) Accountable	Target Date(s)
A. Re-establish the Fund Development Committee.	President of Board of Directors	February 2021
B. Identify, explore and diversify fundraising opportunities. 1. Assess current fundraising practices and plans, identifying strengths and weaknesses. 2. Make recommendations to Staff within the confines of current circumstances.	Fund Development Committee	March 2021
	Fund Development Committee	March 2021
C. Conduct financial and ROI evaluations of, including but not limited to, events, newsletters, software, social media, etc., and make recommendations.	Finance Committee	Annually
D. Review and strengthen the Annual Campaign plan. 1. Identify strengths and weaknesses and make best practices recommendations to Staff.	Fund Development Committee	March 2021
E. Identify the resources and funds needed to initiate a capital campaign.	Fund Development Committee	October 2022
F. Strengthen grant acquisition and administration practices. 1. Research, identify, and apply to a minimum of 9 new grantor sources that align with current needs and planning initiatives by 2023.	Managing Director	November 2023
G. Review the donation response plan and make best practices recommendations.		

1. Utilize donor relations data to maximize the potential of former, current, and future giving with a focus on donor retention to ensure a sustainable source of revenue.	Staff & Fund Development Committee	February 2021 & Ongoing
H. Review Action Plans and spending proposals for the tools and resources requested for achieving strategic plan goals and determine financial support opportunities and feasibility.	Finance Committee	November 2021, 2022, & 2023

Strategic Priority 5: Administration

	Person(s) Accountable	Target Date(s)
A. Assess database efficiencies.		
1. Evaluate current database and software practices, functionality, effectiveness, and relevance.	Executive Director & Managing Director	March 2021
2. Standardize data collection and entry in the existing Donor Management system to ensure consistent, repeatable outputs as it relates to constituent and giving management.	Managing Director	February 2021
B. Ensure Staff onboarding/training processes and professional development opportunities are accessible.		
1. Develop and implement a Staff onboarding process.	Executive Director & President of Board of Directors	October 2021
2. Identify Staff professional development needs, costs, and desired training in the confines of current circumstances.	Staff & Board of Directors	November 2021
C. Improve visitors' experience.		
1. Assess current materials at trailhead, audiences and make recommendations (i.e. maps, magazine, activity booklets, flyers, and brochures).	Executive Director & Education Committee	April 2022
2. Expand digital information and virtual opportunities including but not limited to maps, magazines, flyers, guides, and newsletters.	Executive Director & Staff	January 2022
D. Develop a forest management and trail		

sustainability plan.		
1. Collaborate with regional agencies and organizations with expertise in forest management, trail planning, and trail sustainability, in collaboration with Crystal Mountain, to implement best practices.	Managing Director & Park Trail Maintenance Committee	July 2021
E. Identify the tools and resources needed, including but not limited to budget, time, and materials, to achieve successful outcomes for Administration goals.	Staff & Board of Directors	Annually

Strategic Priority 6: Governance

	Person(s) Accountable	Target Date(s)
A. Review and ensure documents including but not limited to organizational bylaws, policies, resolutions, and employee handbook(s), are current and relevant.		
1. Make recommendations to the Board of Directors for approval of suggested revisions.	Board of Directors	September 2021
B. Diversify Board's composition.		
1. Assess the current board's composition and determine needs.	Designated Board Member	February 2021
C. Develop a Board and Committee recruitment and retention strategy.		
1. Review the Board nomination process and make recommendations.	Governance / Nominating Committee	February 2021
2. Reinvent Board orientation and onboarding process with materials to be offered both digitally and in a printed version.	Managing Director & Governance / Nominating Committee	May 2021
3. Recruit committee members from the broader community.	Committees	January 2021 & Ongoing
D. Review organizational structure and role of committees.		
1. Evaluate current Staff job descriptions and Board governance roles and make recommendations to the Board of Directors.	Governance / Nominating Committee &	

	Staff	November 2021
2. Identify the need for re-establishment, deactivation, or addition of standing and ad-hoc committees, to fill the organization's needs.	Board of Directors & Staff	November 2021
F. Identify the tools and resources needed, including but not limited to budget, time, and materials, to achieve successful outcomes for Governance goals.	Board of Directors & Governance / Nominating Committee Chair	Annually

HELPING US ALL SUCCEED

- The Board of Directors will have oversight of the Strategic Plan.
- The President of the Board of Directors will:
 - coordinate with each Committee Chair, or assignee, to ensure each Goal has a designated “person(s) accountable”.
 - inform the Board of Directors of progress and adjustments as related to the Strategic Plan.
- Committee Chair, or assignee, will:
 - create and implement an Action Plan formatted as a timeline that supports a Strategic Priority.
 - schedule monthly “touch-base” conversations and quarterly progress report sessions, as appropriate, with the President of the Board or assignee.
- Action Plans will include person(s) accountable, benchmarks, sub-goals, and target dates set in a timeline format.
 - Actions Plans are essential for reporting and evaluating both qualitative and quantitative progress and successes.

This Strategic Plan will be evaluated by the Board of Directors on an annual basis for relevance and effectiveness. Revisions will be considered only as warranted and in a measured and careful manner.

REVISIONS

All revisions were recommended to the Board of Directors for approval. All approved revisions are noted in the Strategic Plan with an asterisk and number identifying where a revision was made. The following notes include the relevant information for documenting: 1) Identification of change; 2) the basis for a revision, 3) approval dates, and 4) original wording. If an element has been revised more than once, a version number will be added.

EXAMPLE:

***1.** 1) Strategic Priority 3: Outreach, Goal B, Item 3; 2) Managing Director proposed amending target date to April 2022; 3) Approved 05/15/2021; 4) “April 2021”

***1a.** 1) Strategic Priority 3: Outreach, Goal B, Item 3; 2) Managing Director proposed amending target date to April 2023; 3) Approved 05/15/2022; 4) “April 2022”