



STRATEGIC PLAN, 2021-2025

The purpose of this plan is to clarify the direction Art for All intends to take from 2021-2025, including related to its key partnerships. With strategic guidance and facilitative support from Parallel Solutions, the plan was co-created by board and staff who came together over the course of several conversations to assess strengths, challenges, obstacles, and opportunities; identify key relationships; develop goals; and define action steps to advance the organization’s vision and desired community impacts.

OUR MISSION

Providing arts and cultural experiences to connect people of all abilities.

OUR VISION

We are striving to create a sense of belonging, for and among all, with our community. We are creating spaces and activities where everyone grows, gains, and connects, and where there is value for all. We want people to experience happy and joyful connections. We want people to feel safe. We envision more accessible places and inclusive experiences in the broader community. We want to inspire others to do the same.

Within five years, we will expand our visibility and connect with more specific audiences. We will have more community-based events, work with a broader group of volunteers, have a more focused presence in schools and classrooms, and build more established connections

with businesses. We will offer focused programs, partner effectively, and educate the public and encourage participation in our programs.

In addition to our hands-on arts and culture programming, we will provide inclusivity and accessibility training and resources for people and businesses. Our efforts will influence other regional and national organizations.

We will sustain what we have created and be open to growth. We will have sustainable revenue sources.

Over time, as we work to help change the culture, mindset, behaviors, and design choices that create barriers to inclusion and accessibility, we envision a future where there is less need for Arts for All's programs. We will serve as a resource for those in the public, private and nonprofit sector to make these inclusive changes, individually and collaboratively. We will celebrate the community's success in offering ability-inclusive and accessible programs, services, and experiences.

STRATEGIC PRIORITY: ADVANCE MISSION-FOCUSED PROGRAMS

GOAL: CREATE AND DELIVER HIGH-IMPACT PROGRAMS

ART ESCAPES - ACTION STEPS AND ROLES

- Continue to serve Northwest Education Services students, TCAPS students, and students enrolled in Special Ed in the five-county area. *Staff (R)*
- Focus on these key messages: Art being accessible to everyone, in classrooms. Art is vital to emotional growth and development. People having a chance to express themselves through a variety of classes. Low to no cost. Accessibility for everyone with regards to transportation, financial capacity of students/families, and physical accessibility. *Staff (R), Board (C, S, I)*
- Share information and promote the program through conversations and outreach with school principals and through print materials that are shared with schools. *Staff (R), Board (S)*
- Build and maintain relationships with skilled and supportive guest teachers who can connect with participants with all abilities. *Staff (R)*
- Connect with participant schools 6-8 times throughout the program delivery process (pre-meeting, classes with students, and evaluation surveys). *Staff (R)*

- Explore and advance strategic partnerships with schools, the Glen Arbor Arts Association, Crooked Tree, Old Town Playhouse, and individual teaching artists and educators to continue to offer this program. *Staff (R)*

STUDIO CLASSES – ACTION STEPS AND ROLES

- Continue to serve current participants, TCAPS students, kids and adults with special needs and their families, and other community members. *Staff (R)*
- Focus on these key messages: Classes for all ages. Accessibility. No art experience necessary to participate. Diversity of classes offered. Quality of artists and teachers. Choice based on participant interests and abilities. Share that our arts classes are not “cotton balls and Q-tips crafts,” but making marble paper, and printmaking. *Staff (R), Board (C, S, I)*
- Define “all abilities” for community and focus on this messaging in class promotion. Demonstrate to others how to talk about programs in a way that feels accessible. *Staff (R), Board (C, S, I)*
- Advertise and promote this program with and through TCAPS school-based programs and with teachers, on social media, via the newsletter, on our website, on the news media (local TV and radio), among friends, with homeschool groups, and with parent groups. *Staff (R), Board (C, S, I)*
- Create a system for getting and evaluating participant feedback. *Staff (R), Board (C, S, I)*
- Consider a Makers Space approach. *Staff (R), Board (A)*
- Connect with others who offer similar programming in order to explore partnership opportunities. *Staff (R)*

ACCESS PROGRAM - ACTION STEPS AND ROLES

- Continue to offer arts and cultural programs and experiences outside of the studio space. *Staff (R)*
- Collaborate and partner with other to offer field trips to places like Jacob’s Farm/Corn Maze, BeatLab, Grand Traverse Area Children’s Garden, the Dennon Museum, TART Trails, Norte events, Traverse Area District Library, and others. Explore more opportunities to co-brand events and activities with these place-based hosts. *Staff (R)*
- Make some of these events the social hour, instead of hosting separate social hour events. *Staff (R)*

ARTIST MENTORSHIPS AND COLLABORATIONS – ACTION STEPS AND ROLES

- Connect with professional teaching artists. *Staff (R)*
- Explore the feasibility of a new program connecting program participants with artists in a mentor/mentee, and/or student to student, for a collaborative relationship for a workshop experience. *Staff (R)*
- Consider opportunities to display the artwork of participating professional artists and their mentees/art collaborators side-by-side in the studio space. *Staff (R)*
- In the future, explore ways to display collaborative works within public spaces in the community (e.g., on the side of a BATA bus). *Staff (R)*

HOW SUCCESS WILL BE MEASURED

- The number of programs, engagement and participation, financial success, and partnerships and tracked, and the costs and impacts of all programs are evaluated annually.
- Mission-focused, profitable, and fundable programs are created and delivered.
- The Arts for All name, mission, and programs are visible and promoted.
- Students are recruited from a wider base.
- Events are organized and prioritized in ways that maximize connections to other programs, including studio classes, student performances, and gallery installations.
- Partnerships are meaningful and are aligned with the organization’s core needs, program priorities, goals, vision, and desired impacts.

STRATEGIC PRIORITY: FEATURE OUR FACILITY

GOAL: INVEST IN AND CELEBRATE OUR SPACE

ACTION STEPS AND ROLES

- Use the studio space to connect more people with our mission and programs. *Staff (R)*
- Pursue partnership programs with organizations to use and feature our space. *Staff (R)*
- Pursue opportunities to rent our facility to allied organizations and entities. *Staff (R)*
- Plan gallery installations featuring participants’ and instructors’ art and stories. Find sponsors for walls space and/or temporary gallery installations. *Staff (R)*
- Improve lighting, directional, wayfinding, welcome, and interpretive signage. *Staff (R)*

HOW SUCCESS WILL BE MEASURED

- A gallery and studio management and maintenance plan and procedures are created and implemented.
- As part of the annual budgeting process, the staff shares information regarding studio facility conditions and recommendations for routine maintenance and capital improvements and equipment. Facilities, spaces, and infrastructure are developed and maintained in accordance with the management plan.
- The space is being used to further the mission.

STRATEGIC PRIORITY: MAINTAIN A STRONG TEAM

GOAL: INVEST IN STAFF CAPACITY

ACTION STEPS AND ROLES

- On-board the new Executive Director. *Board (R)*
- Executive Director meets with each board member. *Staff (R)*
- Create and implement a consistent annual process for evaluating the performance of the Executive Director. *Board (R)*
- Continue to assess staffing needs and create a multi-year staffing strategy. *Staff (R)*
- Attract, retain, and support the professional development of a talented, committed staff. *Staff (R)*
- Work in alignment with clients, customers, partners, contractors, and volunteers to create high-impact community-based programming. *Staff (R)*

HOW SUCCESS WILL BE MEASURED

- The Executive Director's performance is evaluated annually.
- A staffing plan is developed and implemented.
- The organization continues to attract, hire, retain, train, and support the growth of a talented professional staff.

GOAL: DEVELOP THE BOARD AND CO-CREATE A HEALTHY CULTURE

ACTION STEPS AND ROLES

- Invest in board training, including related to fundraising. *Board (R), Staff (C, I)*
- In 2022, develop and expand the board of directors. Use an assessment tool to evaluate board capacity and board composition needs, diversity of perspectives, skills and competencies, experiences, and networks. Use this to inform recruitment and nominations and related to board leadership succession. *Board (R), Staff (C, I)*
- In 2022, create roles and responsibilities for the board a body and for individual board members related to board development, events and ambassadorship, fundraising, and certain community and project-based interactions. *Board (R), Staff (C, I)*
- Increase board members' participation as ambassadors in order to expand the reach and visibility of the organization. *Board (R), Staff (C, I)*

HOW SUCCESS WILL BE MEASURED

- Provide mentoring for all new board members, and annual training for board members.
- Board is trained in governance and leadership responsibilities.
- Board has access to all essential files pertaining to the board's service and role.
- A Board Matrix is completed by each board member and the results are used to support board recruitment and development.
- Develop ways to assess the quantity and quality of board ambassadorship activities.
- Pathways and resources for board officer and leadership succession are maintained.

STRATEGIC PRIORITY: MODIFY OUR REVENUE MODEL

GOAL: DEVELOP A MULTI-YEAR REVENUE DEVELOPMENT STRATEGY

ACTION STEPS AND ROLES

- Develop a three to five-year operating budget and revenue projection plan that includes goals and targets for earned and contributed income sources. *Staff (R)*

HOW SUCCESS WILL BE MEASURED

- Plan is developed and implemented.

GOAL: CONTINUE TO SECURE EARNED INCOME FROM FEES AND CONTRACTS

ACTION STEPS AND ROLES

- Continue to offer fee-for-service programs and host ticketed events. *Staff (R)*
- Continue with facility rentals. Focus on renting to groups with aligned missions. *Staff (R)*
- Explore ways to grow and change programs and services in order to increase earned income and reduce reliance on contributed income and gifts. *Staff (R)*
- Sell art. *Staff (R)*

HOW SUCCESS WILL BE MEASURED

- Earned income and facility use fees are used to advance mission-focused programs and impacts.

GOAL: GROW SOURCES OF CONTRIBUTED INCOME FROM PRIVATE SOURCES

ACTION STEPS AND ROLES

- Use a gift table to help determine annual goals for fundraising, including individual contributions, private foundation gifts and grants, and sponsorships. *Staff (R)*
- Assign responsibility for specific relationships and fundraising activities to staff and board members. *Staff (R) and Board (C, S, I)*
- Assess opportunities to create giving circles and named giving opportunities tied to specific dollar amounts. *Staff (R), Board (C, S, A)*

HOW SUCCESS WILL BE MEASURED

- Increase the number of individual contributors.
- Increase total contributed revenue from private sources.
- Increase the amount of private unrestricted funds in support of annual operations.