



*Connecting ARTS, CULTURE,
and our CREATIVE COMMUNITIES*

**Northwest Michigan Arts and Culture Network
Strategic Plan 2022-2025**

Approved 9/20/22

Our Vision

We envision a Northwest Michigan region that highly values and supports the creative sector and is a place where artists and people of all backgrounds, disciplines, and interests lead fulfilled lives.

Our Mission

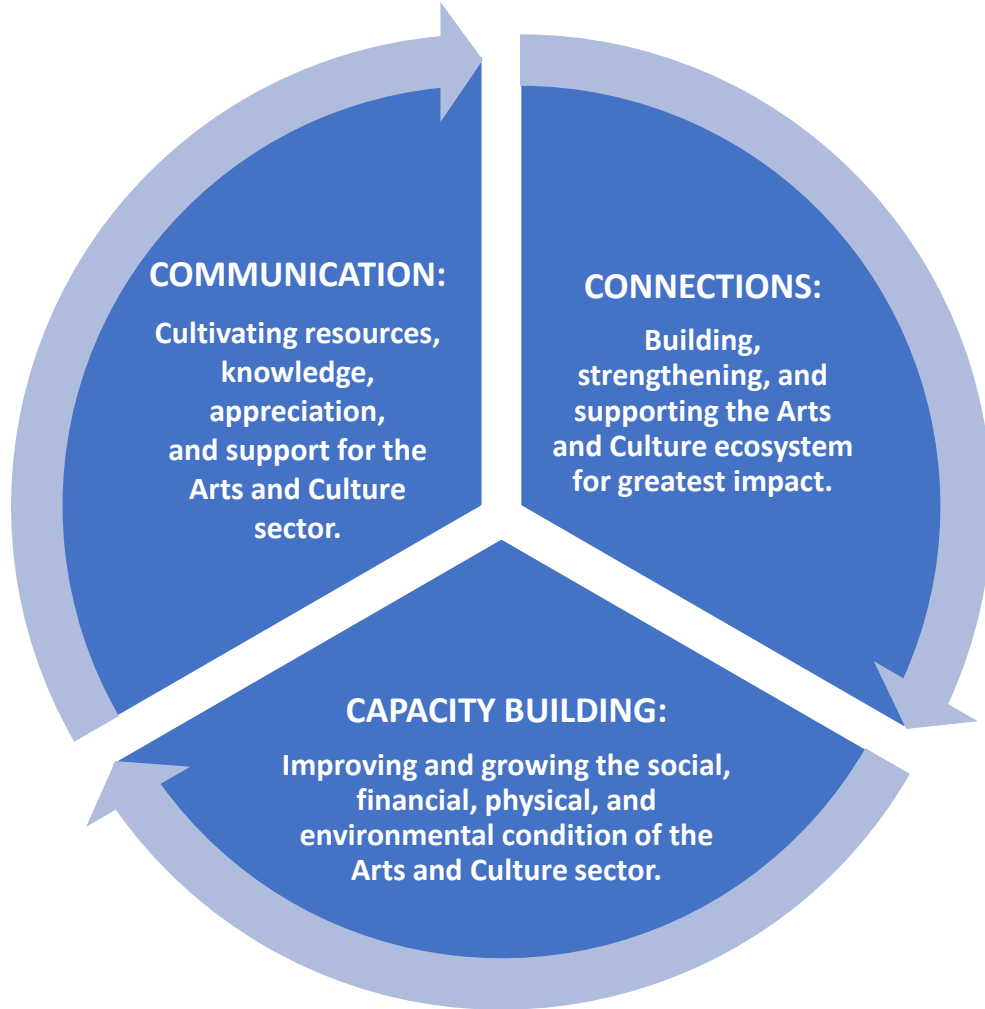
Our mission is to support and strengthen the collective power of artists, culture bearers and the creative sector to cultivate vibrant communities.

Our Guiding Values

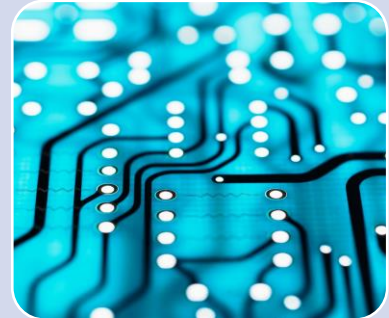
We believe in these principles, which guide all our efforts:

- Creative expression is transformational, creates opportunities, and should be accessible to all.
- Everyone in the arts and culture sector are essential drivers of vibrant communities, stimulating economic activity and increasing cultural empathy.
- A strong, connected arts and culture ecosystem allows creative endeavors to thrive, adding value and increasing impact.
- Working together, our collective voice is stronger and our influence is greater.

Strategic Priorities, 2022-2025



The Primary Activities We Do to Achieve our Strategic Priorities



Connecting:

With each other, communities, stakeholders, funders, businesses, and community-based organizations.

Primary activities:

Building relationships and partnerships
Convening around common interests and needs
Collaborating for greater impact
Common database
Legislative advocacy

Capacity Building:

Learning , growing, building capital, and expanding/improving our impact.

Primary activities:

Professional and organizational development (webinars, conferences, roundtables, training sessions, consulting)
Technical assistance
Leveraging resources
Administer grant programs & fiscal sponsorships
Financial training & advising

Communicating:

Cultivating knowledge, appreciation, support, and resources.






Primary activities:

Interactive, resource-rich website
E-News
Network branding
Social media
Cross-promotion
Events
Education
Facilitation
Celebrating

Work Plan, 2022-2025

These are the tactical actions we will undertake to further our Strategic Priorities.

Status indicator:

				
Not Started	Started; Early Stage	Well Underway	Substantial Progress	Sufficiently Completed

Tactical Activities				
CONNECTING:	Leadership	Indicators of Success	Timing Target	Status
1. Host network convenings for learning and networking, including the annual Summit; Locations to rotate throughout the region, with virtual options		Positive feedback on summit; implementation of at least 4 follow-up sessions	Ongoing; expand throughout 2023	
2. Develop a structured membership program and process, including recruiting and stewardship. Expand inaugural membership by 40%, and develop ongoing annual membership goals		Revised plan & processes identified; date updated; member liaisons in place; membership goals achieved annually	By 1/1/23; ongoing	
3. Deepen our relationships with legislators, business organizations, and regional community leaders through regular, personal and small group activities; Formalize process, tools and implementation plans		Plan developed; at least 6 annual, informal events in place (local, regional)	Starting 3/1/23 and ongoing	
4. Significantly strengthen the sub-regional branches of the network, including a formalized plan, process, regional “sector champions” (<i>sector members, not general community members</i>), and targeted engagement plans for specific groups		Regional plan developed; champions in place; survey indications of improved connections; engagement increasing broadly	Starting 6/1/23 and ongoing	
5. Create and implement an Ambassadors program of advisors, supporters, volunteers, stakeholders, and community supporters, with sub-regional leaders who are dedicated and trained for promotion of the network		Program developed and implemented	Starting 1/1/24 and ongoing	
6. Augment the board with additional membership representing the broader community, including individual artists, business, etc.		New seats filled	By 6/30/24	

CAPACITY BUILDING:	Leadership	Indicators of Success	Timing Target	Status
1. Develop and deliver regularly scheduled webinars, training sessions, technical assistance, consulting services, online tools, resources, and links for members		Content developed & implemented	By 12/31/22; ongoing	
2. Develop and deliver 2-4 large training sessions per year (DEI, Work of Art, Pure MI, MACC, Tech, Creating Connect, etc.)		Content & schedule developed & implemented	By 12/31/22; ongoing	
3. Administer the MACC regional re-grant program; serve as the regional partner for MACC programming, staff, and PR		Annual process completed	Ongoing annually	
4. Expand and diversify funding: share additional funding opportunities; solicit new funding for additional regranting, endowment, emergency funds; convene members and stakeholders to pursue identified opportunities		Additional funds identified and pursued	By 6/30/23; ongoing	
5. Develop and implement a fiscal sponsor process for individual artists, non-501c3 projects, and stakeholders		Processes clearly defined and in place.	By 6/30/23	
6. Develop network infrastructure for increased capacity, effectiveness, and succession as follows: <ul style="list-style-type: none"> a. Develop a sustainable business plan for increased and diversified resources (human, financial, structural) to implement the following in priority order: <ul style="list-style-type: none"> i. Staffing plan for 2 to 3 FTEs (or contractors)¹ ii. Fund development plan to include diversified revenue sources; develop Case for Support² iii. Comprehensive communications and marketing plan³ b. Strengthen data gathering and Salesforce administration; integrate Salesforce, QuickBooks, and website 		Business plan completed and in place. Contractor(s) and/or consultant(s) engaged; work toward i.– iii. well underway Software integration completed	By 12/31/22 By 3/31/23 By 12/31/23	

¹ Director/convenor; membership; admin support; regranting; fundraising; communications/marketing; technology; volunteers; partnering opportunities; etc.

² To support staffing; backbone services; consulting services; programming; membership support. To include grants, donations, business support, and other sources.

³ To include social media improvements, web site upgrade, enhanced traditional approaches, fundraising support, enhanced community awareness, increased business support, membership interfacing and collaboration, etc.

COMMUNICATING:	Leadership	Indicators of Success	Timing Target	Status
1. Enhance and broaden distribution of the E-News.		Quality and distribution increased per goals	By 6/30/23	
2. Upgrade the website (per Capacity Building 1 & 6b), maintain timely content, engage members for additional content, promotions, tools, etc.		Developed & routinely improved and updated	By 6/30 /23	
3. Broaden and deepen our social media presence		Developed & routinely implemented	By 12/31/23	
4. Quantify and communicate the economic and community vibrancy impacts of the A&C sector; correlate with DataArts and Community Scorecard		Info added to all marketing materials; regular distribution to thought leaders	By 6/30/23	
5. Showcase members and network; cross-promote individually and collectively (ads, logos, PR, social media, web)		Plan & process developed; members engaged in all elements	By 6/30/23	
6. Identify and pursue avenues for increased presence and civic engagement as a network		Documentation of events, meetings, participation, etc.	By 9/30/23 and ongoing	
7. Pursue an active program of content marketing, including current columns (RE, Pure MI website) and new opportunities		Developed & routinely implemented	By 12/31/24 and ongoing	