

Midland Center for the Arts Strategic Plan 2019-2021

Mission	Strategies	Tactics	Measures
<p>MISSION</p> <p><i>We are a cultural destination where people find meaning and connection in their busy lives</i></p>	<p>Get the Product Mix Right</p>	<ol style="list-style-type: none"> 1. Reconceive and reinvent the museums by undertaking a community vision process and master plan 2. Develop and implement an on-going program evaluation system that ensures programs we invest in are relevant to our community 3. Develop a unique and complimentary Arts Educational Platform that serves a diverse regional audience with expert educators 4. Develop a plan to celebrate and leverage the 50th Anniversary that drives strategic goals 	<ol style="list-style-type: none"> 1. Ticket Sales 2. Attendance 3. Audience Retention
<p>GOALS</p> <ul style="list-style-type: none"> ➤ A leadership Performing Arts Center reputation ➤ A hands-on museum that creatively bridges science, art and history and is integral to our region's success ➤ The regional hub for youth arts education ➤ A Center buzzing with activity ➤ A sustainable, flexible and dynamic organization 	<p>Enhance the Overall Audience Visitor Experience</p>	<ol style="list-style-type: none"> 1. Enhance physical space for user experience and connection to architecture 2. Implement a comprehensive Customer Service program/platform and measurements system 3. Create pre- and/or post-show food and beverage experiences that build F&B opportunities on campus 4. Integrate and augment food and beverages into the museum experience 5. Create a welcoming environment for all people in our region 	<ol style="list-style-type: none"> 1. Customer Satisfaction (survey) 2. Audience Retention 3. Attendance
	<p>Clarify & Strengthen the Center's Brand</p>	<ol style="list-style-type: none"> 1. Build a culture of organizational storytelling and key messaging 2. Become a key voice in regional conversations and initiatives 3. Clarify and standardize internal branding language for all stakeholders 4. Build a short and long-term brand strategy for the museums 	<ol style="list-style-type: none"> 1. Revenues 2. Press & Community exposure 3. Audience growth 4. Membership and Annual Fund growth

VISION

A leader in making the Great Lakes Bay Region the best place to live in Michigan

We are the Great Lakes Bay Region's cultural destination and a recognized leader at the state and national level.

Known and respected for diverse, entertaining, educational and hands-on experiences in art and science, the center inspires both audiences and participants.

Businesses partner with and appreciate the Center because we help build a community where their employees love to live.

Grow the Center's Resource Base

1. Evaluate use of Endowment draw and key funding sources in order to resource strategic initiatives
2. Grow earned revenue from facility use, food & beverage and new/existing programmatic offerings
3. Grow Center's individual giving and sponsorships (number and dollars)
4. Launch a successful capital campaign for reinvestment in the museums

1. Average Gift Size
2. Audience Retention
3. Number of Donors

Streamline and Optimize the Center Staff, Volunteers and Operations

1. Ensure we have the right people on the bus in the right seat to meet the vision
2. Optimize key process and systems to improve efficiency (Tessitura, Event Management, Point of Sale)
3. Implement organizational wide training on needed systems to guarantee data integrity and operational efficiency; eliminating redundancy
4. Re-invent volunteer experiences and engagement opportunities to align with the vision and organizational structure
5. Create and cascade a culture code and hold all staff accountable

1. Productivity
2. Use/Efficiency
3. Visitor and Audience Satisfaction
4. Number of Active Volunteers