

# Our Mission

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*Inspire and Enrich lives through the Arts*

## Our Vision

- *We serve as a dynamic center for the arts in our community.*
- *We build a creative, compassionate, and collaborative community by providing access to quality art experiences.*
- *We celebrate our heritage and legacy.*

# Our Broad Objectives

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- 1. Continue to provide excellence in our arts programming.***
- 2. Expand relevant programming within our community.***
- 3. Assure financial stability.***
- 4. Recruit, develop, and retain exemplary Board Members, Staff and Volunteers.***
- 5. Focus on Operational Excellence.***



# Our WHO Target – where we focus

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- *Emmet and Grand Traverse Counties and our neighbors*
- *The three major age groups:*
  - ❖ *<24 Continue to lead in youth development*
  - ❖ *25-55 Improve our impact in this “life busy” age group*
  - ❖ *55+ Break through - more members, involvement and support*
- *Artists*

# Key Goals for Visual Arts

Responsible: Liz Erlewine/Anne Morningstar/Monica Stokes

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MISSION: To inspire and enrich the cultural life of the community by developing and promoting excellence in the arts.

1. Improve Standards and Practices
2. Charter and Launch Subcommittees
  - Professional Advisory - Establish 2 year exhibition plan
  - Visitor Experience
  - Regional Artists – Artists Guild and Network
  - Installations team
3. Establish exhibition funding strategies

# Key Goals for Arts Education

Responsible: Liz Erlewine/Elaine Smiley/Kristi Wodek

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MISSION: To provide quality accessible educational opportunities in the arts.


1. Crooked Tree Arts Center will spark meaningful dialogue, inspire creative thinking, encourage diversity, and bring together community members by offering free and low cost educational opportunities in the arts.
2. Crooked Tree Arts Center will support the development of artists as they progress through their education and careers by providing quality tuition based educations in the arts.
3. Crooked Tree Arts Center will maintain a focus on excellence in all programming by developing and following current best practices that result in quality experiences for patrons, students and instructors.

# Key Goals for Performing Arts

Responsible: Bill Millar/Carina Hume

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MISSION: To provide quality performing arts entertainment

- Trend towards profitability
  - Maintain our identity as a charming venue with an intimate experience
  - Concert season programmed to hit target age demographics
  - Become known for being a champion of local and regional acts
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# Key Goals for Traverse City

Responsible: Megan Kelto/Steve Palmer

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MISSION: Help achieve the CTAC Mission and Vision overall and for the TC location.

## 2019-2020

- Build on the 2018 PGT successes for 2019 Paint Grand Traverse
- Grow membership and donor support
- Successful implementation of the new location for the Outdoor Art Fair
- Organization-wide project management platform
- Part-time galleries assistant
  - (15-25 hours a week)

## 2023 VISION

- upstART arts incubator / West Gallery plan
- 2-3 “National” shows in Traverse City
  - facility upgrades to accommodate
- 1-2 additional full-time staff
- Paint Grand Traverse gross sales of \$250k+
- 2023-24 new facility plan (current lease expires in 2025)

# Key Goals for Development

Responsible: Megan DeWindt/Megan Kelto/Jim Schroeder/Monica Stokes

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MISSION: Plan and execute new funding model requirements to deliver the CTAC annual budget and 5 year Strategic Plan.

2019-2020

- Organize 50<sup>th</sup> Anniversary Campaign
  - Schedule
  - Campaign chairs and Committees
  - Execute Silent Phase

2023 VISION

- +\$4 M Endowment
- +\$500k – 5 new Big Bettors
- + \$200k from Heartfelt Connectors
- +\$200k from more members
- + \$250k from more grants
- TC based development staff and committee
- Established Development Office, Development and Membership Committees



# Key Goals for Organization

Responsible: Megan DeWindt/Megan Kelto/Heidi Geiger

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MISSION: To plan and execute the organizational requirements needed to deliver the CTAC Five Year Strategic Plan.

## 2019-2020

- CTAC plays leadership role in community arts recognition. (SMU's "Most Vibrant Arts Community" distinction)
- Establish Leadership Advisory Board (LAB)
- Establish facilities and technology master plan
- Charter and launch 2 new committees:
  - Marketing
  - Events

## 2023 VISION

- Exceeding 5 year strategic plans
- Facilities and technology master plans complete
- Leadership pipeline established for board, staff and committee structure

# Key Goals for Finance Committee

Responsible: Carina Hume/Tony Ryner

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MISSION: To plan and execute the financial plan to meet our fiduciary requirements and deliver the CTAC 5 year Strategic Plan.

2019-2020

- Improve the tools for timely forecasting
- Complete Auditor selection process
- Complete Endowment Review
- Train new visual arts, performing arts, arts education, and finance liaisons

2023-2024

- Exceeding budget delivery
- Achieve new funding model to support \$3,000,000 budget

# 5 Year Plan - Priorities



| Committees             | 2019/2020   | 2020/21  | 2021/22   | 2022/23  | 2023/24  |
|------------------------|---|--|---|--|--|
| <b>Visual Arts</b>     | <ul style="list-style-type: none"> <li>• Artist Network</li> <li>• 2 year exhibition plan</li> <li>• Launch sub committees</li> </ul> |  | <ul style="list-style-type: none"> <li>• 50<sup>th</sup> Anniversary Exhibition</li> <li>• Building upgrades</li> </ul> |  |  |
| <b>Arts Education</b>  | <ul style="list-style-type: none"> <li>• Broad objective plans in place</li> </ul>  |  | <ul style="list-style-type: none"> <li>• 50<sup>th</sup> Anniversary Celebration</li> </ul>                             |  |  |
| <b>Performing Arts</b> | <ul style="list-style-type: none"> <li>• Local and regional performers</li> <li>• Sell out and profit neutral</li> </ul>              | <ul style="list-style-type: none"> <li>• Building upgrade study</li> </ul> | <ul style="list-style-type: none"> <li>• 50<sup>th</sup> Anniversary Celebration</li> <li>• Raise capital</li> </ul>    | <ul style="list-style-type: none"> <li>• Target renovations</li> </ul> | <ul style="list-style-type: none"> <li>• Ribbon cutting</li> </ul> |
| <b>Finance</b>         | <ul style="list-style-type: none"> <li>• Tools, auditing, liaisons</li> <li>• Balanced budget</li> </ul>                              |  |   |  | \$3M budget and funding building blocks                            |

# 5 Year Plan - Priorities



| Committees              | 2019/2020  | 2020/21  | 2021/22   | 2022/23   | 2023/24   |
|-------------------------|--|--|---|---|---|
| <b>Development</b>      | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> </ul>                                 | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> <li>+ Development Office</li> </ul> | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> </ul>                            |   |   |
| <b>Membership - NEW</b> | <ul style="list-style-type: none"> <li>“Stack” Membership Committees (P &amp; TC)</li> </ul>                           |  | <ul style="list-style-type: none"> <li>3 year membership drive</li> </ul>   | <ul style="list-style-type: none"> <li>3 year membership drive</li> </ul>                           | <ul style="list-style-type: none"> <li>3 year membership drive</li> </ul> |
| <b>Marketing - NEW</b>  | <ul style="list-style-type: none"> <li>Start up w/ volunteers</li> <li>50<sup>th</sup> Anniversary Campaign</li> </ul> | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> </ul>                               | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> <li>+ Marketing Staff</li> </ul> |   |   |
| <b>Organization</b>     | <ul style="list-style-type: none"> <li>Charter Leadership Advisory Board</li> </ul>                                    | <ul style="list-style-type: none"> <li>Leadership pipeline plan</li> <li>Organization design</li> </ul>              | <ul style="list-style-type: none"> <li>Post and train ED role</li> </ul>  | <ul style="list-style-type: none"> <li>“Graduation” celebration</li> <li>New ED in place</li> </ul> |   |

# 5 Year Plan – Traverse City Priorities



| Committees                           | 2019/2020   | 2020/21  | 2021/22  | 2022/23   | 2023/24  |
|--------------------------------------|---|--|--|---|--|
| <b>TC Membership and Development</b> | <ul style="list-style-type: none"> <li>Membership Drive</li> </ul>                              |  | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> </ul> |   |  |
| <b>Facility</b>                      | <ul style="list-style-type: none"> <li>Building/pottery study</li> </ul>                        |  | <ul style="list-style-type: none"> <li>Pottery</li> </ul>                              |   | <ul style="list-style-type: none"> <li>New facility plan (lease expires 2025)</li> </ul> |
| <b>TC Visual Arts</b>                | <ul style="list-style-type: none"> <li>Successful Paint Grand Traverse</li> </ul>               | <ul style="list-style-type: none"> <li>upstART arts incubator / West Gallery plan</li> </ul> | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> </ul> | <ul style="list-style-type: none"> <li>National show</li> </ul> | <ul style="list-style-type: none"> <li>National show</li> </ul>                          |
| <b>TC Organization</b>               | <ul style="list-style-type: none"> <li>Build volunteers</li> <li>Part-time associate</li> </ul> |  | <ul style="list-style-type: none"> <li>50<sup>th</sup> Anniversary Campaign</li> </ul> |   | <ul style="list-style-type: none"> <li>1-2 full-time staff</li> </ul>                    |

### CTAC Strategic Plan New Funding Model

|   | FY 20 Budget | 2023/24   | Who Owns   |
|---|--------------|-----------|--|
| <b>Beneficiary Builder</b><br>D'ART, PGT, Other Fundraising             | 457,000      | 500,000   | Andrea Coronado, Megan Kelto<br>Dart and PGT Committees  |
| <b>Pay for Service</b><br>Ticket, Entry Fees, Tuition, Liquor, Corp Ads | 429,000      | 400,000   | Megan Dewindt, Kristi Wodek (TC)<br>Elaine Smiley and Arts Ed Committee                              |
| <b>Grant Collector</b><br>Grants & Governement, Foundations             | 238,000      | 500,000   | Megan DeWindt, Megan Kelto, Monica Stokes<br>Jim Schroeder, Development Committees (P and TC)        |
| <b>Heartfelt Connector</b><br>Corporate, Individual                     | 280,735      | 400,000   | Megan DeWindt, Megan Kelto, Development Director<br>Jim Schroeder, Development Committees (P and TC) |
| <b>Member Motivator</b><br>Memberships                                  | 211,000      | 400,000   | Development Director<br>Stephanie Jones/Ce Sinclair, Membership Committees (P and TC)                |
| <b>Art Sales</b>  | 245,000      | 200,000   | Liz Erlewine, Megan Kelto (TC)<br>Anne Morningstar and VA Committee, PGT                             |
| <b>Rentals</b><br>Theatre, Galleries, Events                            | 20,000       | 30,000    | Andrea Coronado<br>Events Committee  |
| <b>Big Bettor</b><br>50th Anniversary Campaign                          | 0            | 250,000   | Megan DeWindt, Megan Kelto, Development Director<br>Jim Schroeder, Development Committees (P and TC) |
| <b>Endowment Distribution</b>   | 154,592      | 320,000   | Carina Hume, Tony Ryner<br>Finance Committee   |
|   | 1,880,735    | 3,000,000 |  |

# Thank You!

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## **Strategic Plan Process Team**

- Ed Boyer
- Ragnar Avery
- Shawn Neff
- Ce Sinclair

## **Committee Chairs and their Staff Leaders**

- Visual Arts: Anne Morningstar and Liz Erlewine
- Arts Education: Elaine Smiley and Megan DeWindt
- Performing Arts: Bill Millar, Ragnar Avery and Carina Hume
- Traverse City: Megan Kelto, Kristi Wodek, Steve Palmer and Ragnar Avery

## **Board Officer Team**

- Heidi Geiger, Joe Kimmell, Tony Ryner, Elaine Smiley, Stephen Palmer