

HISTORIC IRONWOOD THEATRE  
STRATEGIC PLAN  
2023 – 2028

| Goal 1  | Action Step  | Person Responsible   | 1 Year Milestone / Evaluation   |
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| Maintain our historic facility for current & future generations                     | Celebrate & capitalize on the 100 year anniversary via building upgrades, merchandise and special events                               | Board lead of the centennial planning committee  | Centennial Planning committee monthly meetings to develop a 5 year plan and timeline  |
|   | Continue to support and empower BEER Team  | Committee Chair: Theatre Manager (TM)  | Capital Improvement Plan( CIP) facility upgrade plan in place with fundraising plan/grant writing plan Maintenance Plan in place                      |
|   | Increase visibility of CIP and maintenance plan with updates every 6 months  | TM & BEER (Building, Equipment, and Electrical Repair) Team with Finance Committee oversight | Implement maintenance plan with TM and BEER Team to follow CIP and report to board monthly  |
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| Goal 2  | Action Step  | Person Responsible   | 1 Year Milestone / Evaluation   |
| Increase <b>community</b> social and economic development through arts partnerships | Continue to foster relationship with (Downtown Art Place) DAP  | Board members, Programming Committee and Administrative Manager (AM)                         | Consistent meetings to discuss partnership to include joint programming and shared use of space (concourse). Reports by AM to board                   |
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|   | Intentionally connect with municipalities, Chambers of Commerce, DIDA, local businesses and organizations for programming partnerships | Programming, Fund Development, Grant Team and AM   | Monthly meetings to discuss partnership opportunities   |
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| Goal 3  | Action Step  | Person Responsible   | 1 Year Milestone / Evaluation   |
| Create new nostalgia opportunities for <b>youth</b> in the arts                     | Foster partnerships with youth-serving organizations and schools to increase the number of youth programs and events                   | Program Team, Grant Team, VISTA volunteer, School Liaison                                    | Create program composition & attendance matrix to benchmark and evaluate reach/impact to include Revenue and Expense Data and DATA Arts Annual Report |

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|  | Develop a youth summer intern work program, VISTA volunteer and student/youth board member  | Board   | July/August VISTA Summer Volunteer, Parker Smith served HIT for 10 weeks.<br>Explore becoming a YouthWork site<br><a href="https://www.michigan.gov/leo/boards-comms-councils/mcsc/americorps/programs/current/youthwork-conservation-corps">https://www.michigan.gov/leo/boards-comms-councils/mcsc/americorps/programs/current/youthwork-conservation-corps</a> or AmeriCorp site<br><a href="https://www.michigan.gov/leo/boards-comms-councils/mcsc/americorps/programs">https://www.michigan.gov/leo/boards-comms-councils/mcsc/americorps/programs</a> |
|  | Develop structured, project-based volunteer opportunities for a variety of ages   | Volunteer Management Team, AM and VISTA volunteer | Increase the number of all volunteers with focus on youth and document in volunteer Excel spreadsheet. Report in HIT annual report and playbill.   |
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| <b>Goal 4</b>  | <b>Action Step</b>  | <b>Person Responsible</b>                         | <b>1 Year Milestone / Evaluation</b>   |
| Create and deliver high-quality, relevant, and participatory arts <b>experiences</b> | Evaluate programs every 6 months to review<br>a. Adherence to mission<br>b. Net profit/loss<br>c. Diversity in audience by age and geography<br>d. Variety of program types | Programming Team                                  | Reports are generated and used for future program planning. Revenue and expense spreadsheet.   |
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| <b>Goal 5</b>  | <b>Action Step</b>  | <b>Person Responsible</b>                         | <b>1 Year Milestone / Evaluation</b>   |
| Excel operationally as a nonprofit arts organization                                 | Increase Teams leadership capacity via increased communication and visibility between teams   | Board president                                   | <ul style="list-style-type: none"> <li>Revise all team charters to be a consistent format</li> <li>Publish (internally) list of all Teams, chair people and team members</li> <li>Team chair people meet quarterly for information sharing</li> </ul>  |
|  | Create a Team for Volunteer Management to address volunteer recruitment, management and appreciation  | AM and VISTA                                      | Team charter established.<br>Recruit Volunteer Manager position  |
|  | Institute an annual gala or similar type of fundraising event   | Fund Development Team                             | Inaugural event November 10 and 11, 2023 Ironwood's Wizzarding World   |

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|  | Create succession plans for key duties | Board members                                 | All board members to be speaking to key shareholders, new community members and others about interest in serving on the HIT board of directors. Cross train key position duties. Develop detailed and accurate policy and procedure manuals. |
|  | Launch next-gen donor database         | AM in coordination with Fund Development Team | Year 1 – systems are explored in 2023<br>Year 2 – transition to new system in 2024   |
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Board to review & update the progress of this plan quarterly. Latest Update: August 2023