

# BAYarts

ARTISTIC BY NATURE

STRATEGIC PLAN 2022 – 2042  
Rev 2024

## I. MISSION

BAYarts' mission is to provide a welcoming lakeside environment located within Cleveland Metroparks Huntington Reservation to stimulate, encourage and support professional and aspiring artists through collaboration, education and exhibition without discrimination.

## VISION

BAYarts will be a valuable and supportive cultural center, serving as a respected and acknowledged resource for Northeast Ohio residents and for visitors to Cleveland Metroparks Huntington Reservation.

BAYarts tagline: ARTISTIC BY NATURE illustrates the unique location and cooperative partnership we have as a park affiliate, how nature and art go hand in hand, enhancing each respective mission.

BAYarts' work will be performed by visionary leaders, inspirational educators, and friendly and competent staff and volunteers who will strive to:

- Create high-quality art enrichment programs for adults and children
- Present high caliber gallery exhibitions featuring regional artists and collaborations
- Offer creative, accessible and enjoyable community events that are guided by the Cleveland Metroparks standards for quality and inclusiveness
- Encourage groups and guests to utilize BAYarts' warm and unique Metroparks campus and surrounding environment
- Respect and carry forward a 74+ year arts heritage (est.1948)

## VALUES

- Embrace and promote a culture of equity and welcome participation without discrimination
- Respect for BAYarts' Cleveland Metroparks environment and surroundings
- Honor and pass on the organization's long rich history for future generations
- Promote lifelong connection between the arts and nature as a means of enhancing the richness and quality of life.

## II. COMMUNITY

Ensure that the identity, values and cultural offerings of BAYarts and Cleveland Metroparks are communicated and put into practice so that programs, services and outside contributions are valued, acknowledged and respected by the community served.

### 1-YEAR GOALS

- ✓ Provide events that engage and enrich the community served and encourage new participation
- ✓ Acknowledge Racial Equities through training, policy and accountability
- ✓ Continue to partner and build relationships with area schools, the corporate community, and the greater northeast Ohio region

- ✓ Offer BAYarts as an exclusive destination for social meetings, clubs, sister organizations with amenities and service
- ✓ Maintain a meaningful partnership within the local community, city leadership, businesses, schools and other service oriented organizations
- ✓ Community involvement to include murals, garden art
- ✓ Welcome new volunteers through schools, senior groups and community organizations

## 2-5 YEAR GOALS

- ✓ Extend BAYarts' reach in attracting a broader and more diverse audience that integrates with community
- ✓ Reflect BAYarts' unique artistic contributions to Cleveland Metroparks, the fabric of the city and the region served
- ✓ Expand meaningful opportunities for underserved populations
- ✓ Expand awareness as a destination for visitors across Northeast Ohio and fellow affiliates within the Huntington Reservation of the Cleveland Metroparks.

## 10-YEAR GOALS

- Recognized as the Westside destination for a welcoming, unique and meaningful experience for all ages

## 20-YEAR GOALS

- Maintain the standards set forth in the mission and vision through continued facility upgrades; relevant programming, financial security.

## III. AUDIENCE ENRICHMENT

Maintain a consistent, positive impact for visitors that represent the values of BAYarts and Cleveland Metroparks by providing provocative, thought-provoking and innovative opportunities and experiences in a safe, well-maintained environment

## 1-YEAR GOALS

- ✓ Exhibitions that foster new relationships and encourage diversity ✓ Utilize the Cleveland Metroparks setting to illustrate the connection of art to nature and exploration
- ✓ Partner with regional organizations seeking new venues to expand their audience (e.g. Groundworks Dance Theater, Cleveland Shakespeare Festival) ✓ Recruit new and emerging talent in varied art mediums from within the region, and provide opportunities for them to improve and promote their craft ✓ Continue to support local artists by providing income via teaching opportunities, consignment, exhibitions
- ✓ Expand Seasonal market supporting local vendors

## 2-5 YEAR GOALS

- ✓ Host Annual Plein Air Event  Art Festival resumes
- ✓ Gallery open attendance through challenging exhibits, workshops and salons
- Develop an "Artist in Residence" program
- ✓ Provide cross-educational and gallery experiences
- Develop "Visiting Artist" and "Art Exchange" programs with national and/or international partners
- ✓ Performance that enhances BAYarts mission for community engagement: free concerts and Block Parties

## 10-YEAR GOALS

- Signature programming and events remain innovative and enriching

## 20-YEAR GOALS

- Be recognized as a professional venue for quality cultural experiences within Cleveland Metroparks that rival Cleveland's illustrious cultural institutions.

**IV. EDUCATION** BAYarts will provide an art enrichment environment that includes quality instruction and depth of learning for artists of all ages, promoting a lifetime of learning

## 1-YEAR GOALS

- ✓ Acquire technical equipment for online programming and archival records ✓ Recruit additional interns to assist educators
- ✓ Expand volunteer involvement to include room assistants and instructor opportunities
- ✓ Build Scout program including Boy Scout participation
- ✓ Weekday "Art-Centric" preschool programs to meet growing demand ✓ Create programming focused on Process Art and STEM activities ✓ Increase regional reach from where we draw students
- ✓ Expand class availability via ZOOM and other virtual platforms
- ✓ Continue partnerships with Lake Erie Nature & Science Center, Youth Challenge, PTA and community organizations
- ✓ Develop curriculum with new mediums and challenging experiences ✓ Continue to provide meaningful and projects for families and park visitors ✓ Continue staff development through online training, field trips, workshops

## 2-5 YEAR GOALS

- ✓ Continued diversity, safety and inclusion training for instructors and support staff ✓ Create new programming, master class workshops, private lessons per demand ✓ Fundraising events for existing scholarship fund
- ✓ Instructor showcase to encourage new registrants/market curriculum
- Secure funding for staff/instructors to attend conferences and training workshops ✓ Reach broader audience via in person and virtual programming
- Offer workshops to meet the diverse needs of students with special needs  Mentorship program with instructors
- Outreach programming for underserved populations

## 10-YEAR GOALS

- Be recognized as an exclusive venue for quality experience for professional and innovative education programming
- Attract prestigious faculty, speakers, performers and artists
- Meaningful collaborations with respected art institutions

## 20-YEAR GOALS

- An established 100+ year history as a destination for high quality education programming that serves the ever-changing audience

## V. CAMPUS and FACILITIES

BAYarts will provide a safe and inviting cultural center within Cleveland Metroparks for formal and informal gatherings/visits that is accessible to all ages and needs, with clean and professionally maintained interiors and exteriors including accessible seating and convenient parking

### I-YEAR GOALS

- ✓ Establish long-range facilities plan – renovations/repairs/upgrades and services - priorities, cost, schedule
- ✓ Upgrade technology that is user friendly, efficient
- ✓ Phase II of playhouse renovation planning phase
- ✓ Repair and upgrade stage and stage lighting
- ✓ Promote the growth of new tenant, “Chatty’s Pizzeria”
- ✓ Complete Community Mural; add flower boxes
- ✓ Repair BAYarts welcome sign at entrance
- ✓ Organize “barn” work area for expanded use and safety

### 2-5 YEAR GOALS

- ✓ Complete Phase II Renovations - stage, flex space, adjacent garden, exterior upgrades.
- ✓ Complete ADA transition plan
- ✓ Sensory Garden plan, fundraising and installation Repair
- ✓ Paint Huntington House exterior
- ✓ Repair, paint Fuller exterior
- ✓ Review website and technology upgrades
- ✓ Update electrical in Fuller House
- ✓ Continue to upgrade and maintain the BAYarts structural facilities

### 10-YEAR GOALS

- Renew maintenance/repair schedule of campus and facilities
- Continue to address repairs immediately, upgrades as needed

### 20-YEAR GOALS

- Be recognized for preserving and maintaining the historic campus buildings: John Huntington House (148 years), Irene Lawrence Fuller House (149 years), the station (currently “Chatty’s) and beloved caboose.
- Former Huntington Playhouse (71 years) is hub of cultural innovation and regional attraction.
- Karen Ryel Ceramic Studio continues to be recognized as first rate facility

## VI. OPERATIONS: Human Resources, Marketing, Policy

BAYARTS will manage resources and generate needed revenue to support planned operations, while protecting finances and investments to insure long term stability and security

### 1-YEAR GOALS

- ✓ Assess additional staffing needs post pandemic: office manager, rental manager, education support
- ✓ Resume rentals for 2022 to generate income and build audience ✓ Marketing: capitalize on social media, free listings and website capacity to promote mission

- ✓ Capitalize on attendance at free events through concessions, consignment ✓ Print in-house: newsletters, flyers, other promos to replace traditional newsletter suspended during shutdowns
- ✓ Develop succession procedure
- ✓ Implement racial diversity policies and continue training

## 2-5 YEAR GOALS

- Explore and Implement benefits: e.g. health insurance, review retirement plan  Upgrade efficient tracking and analysis system of participation in programming  Explore the value in greater fee income from classes, artist support, rentals, etc.
- ✓ Increase area business partnerships through special events and collaborations ✓ Resume print newsletter (post COVID), implement new means of reaching the ever-changing demographics of participants

## 10-YEAR GOALS

- Full-time Development Director, Marketing Manager and Maintenance Manager  Technology and data systems reviewed and upgraded as needed

## 20-YEAR GOALS

- Technology and data systems are modern, efficient and user friendly  Policies and procedures continually reviewed and updated

## VII. FINANCE: Development

### 1-YEAR GOALS

- ✓ Reduce/eliminate debt including CARES ACT Debt Forgiveness, further availability
- ✓ Repay PNC LINE established with Phase I renovations; use for working capital for Phase II
- ✓ Capital Campaign Donor drive for Phase II renovations – quiet phase (40%) ✓ Explore ways to reach post pandemic full capacity and income

### 2-5 YEAR GOALS

- Set goals for future annual/bi-annual donor drives
- ✓ Set goals for known projects completion including deferred maintenance and repair
- ✓ Operating/overhead reserves of 3-6 months
- ✓ Track desire for rebalancing of fundraising/development vs. mission-critical programming actives: advise on pace of potential transformation
- Assess value of vendors as donors
- ✓ Continue to review investments, Cleveland Foundation funding ✓ Continue to engage reliable funders and seek new ones
- ✓ Continue to seek grant and other funding opportunities
- ✓ Maintain current grantor relationships

### 10-YEAR GOALS

- Establish endowment funding

### 20-YEAR GOALS

- Financial stability for growth, maintenance
- Endowment is secure

## VIII. ACCOUNTING/SYSTEMS/CONTROL

### 1-YEAR GOALS

- ✓ Systems Review: Assess back-of-the-house functions (accounting, payment processing, receivables/deposits, donor tracking, grants management) and consistency with front-of-the-house systems
- ✓ Explore potential for enhanced/expanded use of shop POS/Inventory systems to drive efficiencies in Shop/Gallery (POS/Square, On-line sales/inventory, consignor duties)
- ✓ Consider class registration and payment management system
- ✓ Assess equipment and hardware for EOL issues
- ✓ Develop process for control and implementation capital improvement plans: -Deferred maintenance and repair budget  
-Develop annual asset repair/maintenance/replacement budget process -These to include required internal authorizations and consistency with grant restrictions/conditions
- ✓ Playhouse redevelopment contract/grant compliance control process
- ✓ Accounting/reporting: enhance internal reporting formats

### 2-5 YEAR GOALS

- ✓ Systems review results budget and implementation
- ✓ Donor management/tracking/development system

### 10-YEAR GOALS

- Continue to review systems and budget annually and adjust accordingly

### 20-YEAR GOALS

- Continue to review systems and budget annually and adjust accordingly

## IX. BOARD

BAYarts Board will continue to seek, develop and retain diverse and qualified board members and trustees who will participate in a meaningful way to provide leadership as well as intellectual, social and financial contributions to the organization

### 1-YEAR GOALS

- ✓ Engage Board in sponsoring, promoting, and executing events
- ✓ Generate income from individuals, corporations/businesses to support events, annual giving and Capital Campaigns
- ✓ Recruit new Board Members from key local Businesses
- ✓ Act as advocates for BAYarts to expand the brand and regional awareness ✓ Establish a Junior Board to accomplish all goals and objectives to attract and maintain younger audiences
- ✓ Board and staff succession plans

### 2-5 YEAR GOALS

- ✓ Secure the long-term financial health of BAYarts
- ✓ Seek additional board members who have targeted skills and influence
- ✓ Create and support fundraising campaigns to meet operational needs as well as reserves funding for routine facilities maintenance, capital costs, "rainy day" funds and disaster costs of

the organization

- ✓ Find additional revenue sources that include public, civic and community foundations, grant money and private funders

### **10-YEAR GOALS**

- Become a sought-after nonprofit board that attracts the best talent in the community
- Become a well known nonprofit organization with a Board who is thought of as leaders in the arts community
- Be a recognized nonprofit that attracts large donations from high profile individuals

### **20-YEAR GOALS**

- Board consists of respected business leaders, creative and experts in fields that support the mission, representing the diverse population served