



Mackinac Island

community foundation

MISSION STATEMENT

The Mackinac Island Community Foundation promotes the well-being of Island residents and visitors by building partnerships, generating endowed and non-endowed funds, and supporting community-wide initiatives.

MACKINAC ISLAND COMMUNITY FOUNDATION DIRECTORS

Kathleen Rickley, Chair
Richard Linn, Vice Chair
Margaret Doud, Secretary
James J. Murray, Treasure
Brenda Bunker
Brad Chambers
Kate Koboski
Marta Olson
Phil Porter
Carol Rearick
Lorna Straus
Jane Young

Stephanie McGreevy, Executive Director



INTRODUCTION

The Mackinac Island Community Foundation (MICF) is a vital asset to the Island, enhancing the quality of life for residents, workers, and visitors. Beyond funding diverse initiatives, MICF provides strategic leadership and innovative solutions to key community challenges.

In recent years, MICF has strengthened its impact by deepening partnerships and leveraging resources to address pressing issues such as affordable housing and mental health. As the community continues to face challenges—including housing, childcare, living wages, and increased mental health concerns—MICF is committed to expanding its leadership role and internal capacity to meet evolving needs.

Mackinac Island Community Foundation has been guided by a strategic plan since 2012. We have found the process and the resulting plan to be critical in charting our future. While the Covid Pandemic may have delayed some of our plans it did not delay our dedication or commitment to Mackinac Island. The Pandemic strengthened our commitment to mental health and housing. In less than 9 years, Mackinac Island has 28 new townhome rental apartments and 5 Community Land Trust homes. Mackinac Island also has grown its programming for young adults to curb isolation and alcohol and substance abuse. These are challenges that our community foundation will continue to collaborate with others in the community to overcome. This strategic plan outlines MICF's approach over the next four years to assess community priorities, foster collaboration, and drive meaningful change.

The Planning process:

In the spring of 2025, MICF hired Solvent Group's Chip Hansen to assist with conducting the Strategic Plan. Chip Hansen is the retired President of Charlevoix County Community Foundation. His vast experience was a guiding light for the board. Mr. Hansen distributed surveys to the board, community and staff.

Mr. Hansen conducted 1:1 interview with individual community members and staff. The results of the interviews were summarized. In August, the MICF board reviewed the board survey and identified potential focus area. In September, Hansen conducted a planning retreat where the board reviewed the past meeting and reviewed the results of the broad community surveys, interviews and staff surveys and created key points. The staff reviewed the key points and created focus areas, objectives and a work plan.

The **Mackinac Island Community Foundation** presents a bold and forward-thinking strategic workplan designed to strengthen its impact across the island community. This strategic workplan reflects MICF's commitment to bold action, community engagement, and organizational excellence, ensuring a vibrant and resilient future for Mackinac Island.

This plan outlines key initiatives through 2026 and beyond, organized under four strategic pillars: **Grant Making, Development, Communications, Organizational Strength (Board & Staff)**. The first section presents the goals and objectives. The second section lays out the workplan outlining the respective action steps to carry each objective. The plan specifies who is responsible for the action, the resources needed to carry it out the measurements of success. While previous plans had objectives, the workplan format will allow for easier annual evaluation and updating.

Staff for Workplan

Stephanie McGreevy, Executive Director, Liz Findley, Grants Coordinator and Sara Hancock, Administrative Associate and Youth Advisory Advisor

Mackinac Island Community Foundation

Strategic Plan

2026-2029

1. Grantmaking

MICF will expand its grantmaking efforts by:

- Supporting four priority areas addressed in the Community Needs Assessment: Capacity, Culture, Wellbeing, and Vibrant Island Life.
- Convening human services organizations for hardship fund granting.
- Increase support for youth development and post-secondary education.

2. Development

To build a sustainable future, MICF will:

- Grow its least and less-restricted asset base.
- Promote legacy gifts with unrestricted components.
- Engage donor advisors and increase individual donor participation.
- Expand the Legacy Society through targeted outreach.

3. Communications

MICF will amplify its visibility and community engagement by:

- Implementing a multi-channel marketing and communications strategy.
- Publishing annual reports, maintaining an updated website, and posting weekly on social media.
- Hosting events and presentations to build awareness and support.

4. Organizational Strength

Board of Trustees

The foundation will enhance board governance and effectiveness through:

- Training in generative discussions.
- Developing tools and templates for improved meetings.
- Strengthening board composition and recruitment.
- Reviewing facilities and updating bylaws and policies.

Staff

MICF will invest in staff development and operational efficiency by:

- Creating job descriptions and succession plans.
- Reviewing compensation and professional development opportunities.
- Establishing communication systems between the board and executive director.
- Implementing an annual review process for leadership roles.