

# ANNAPOLIS REGION COMMUNITY ARTS COUNCIL - ARTSPLACE

## STRATEGIC PLAN – 2020- 2023 - *REVISED by Board review in 2021 to take COVID impacts into account 2020 & 2021-2024*

### Overview of Process (unchanged from the original as this was written by Barbara Richman)

In early 2019, the Director and the Board of Directors of the Annapolis Region Community Arts Council/ARTSPLACE requested the assistance of Strategic Arts Management in developing a strategic plan to guide the organization for the fiscal years 2020-2023.

The process included:

- A Start-up meeting by phone with the Director and Board members introduced the facilitator, Barbara Richman, and clarified expectations and the nature of the process.
- An initial research and discovery phase included:
  - A review of previous plans and resource materials supplied by staff
  - Internal and external interviews to explore opportunities and challenges facing ARCAC;
- Submission of an interim discovery report that included:
  - Environmental scan
  - Brief history and identification of current position
  - Financial Trend Analysis
  - Market and Programming Analysis
  - Revised Foundation Statements for discussion and review
  - Identification of strengths, weaknesses, opportunities and challenges
  - Identification of key issues organized thematically
- Facilitated sessions with the Board of Directors and professional staff to review the Discovery Paper, revise Foundation Statements, and develop priority strategic areas, goals, desired outcomes and action plans.
- Submission of a draft Strategic Plan;
- Board and staff review of the draft Strategic Plan with the facilitator;
- Modifications and submission of the final plan for approval by the Board of Directors.

Additional assistance was provided to integrate this information with key activities such as grant applications, financial reporting, and operational concerns.

## FOUNDATION STATEMENTS

### ***Vision***

Art and artists are essential to life in the Annapolis region

### ***Mission***

To support professional and personal artistic endeavour in the Annapolis region, through varied, creative, informative, and challenging exhibits, programs, and workshops.

### ***Mandate***

1. To act as a focal point for local artistic talent and expertise, and to facilitate the integration of art and artists into the life of our communities;
2. To support the development of professional and emerging artists, from within and outside our community, through exhibitions of their work, promotion, and provision of opportunities to connect to wider audiences;
3. To act as a resource, advocate, and host to local, regional, national and international artists;
4. To broaden and generate revenue opportunities for the region's practicing artists;
5. To provide educational and professional development opportunities for artists and community members;
6. To collaborate and partner with local arts and community resources, and with other peer organizations provincially, nationally and internationally;
7. To foster appreciation and understanding of contemporary arts expression through community-oriented programs, outreach, and creative opportunities.
8. To provide access to local and external arts professionals, through residencies, workshops, talks, and media, fostering involvement in the arts;
9. To develop and maintain ARTSPPLACE as a regional arts centre.

**Values** – *We operate within the context of the following principles:*

1. **Inclusivity** – we treasure diversity and welcome participants of all ages, genders, abilities, ethnicities, and cultural backgrounds;
2. **Excellence** – we strive to achieve excellence in our programming, choices of exhibits, and management of our operations;
3. **Financial Sustainability** – we aim for prudent management of resources to ensure stability and the capacity to carry out our work;
4. **Community Engagement** – we build strong relationships, respect our communities and endeavour to engage with professional artists, amateur practitioners, audiences, and partners from Annapolis County and beyond;
5. **Learning** – We are committed to offering professional development for artists, staff, and community practitioners;
6. **Fair Compensation** – we adhere to CARFAC fee schedules and endeavour to pay staff at fair market rates.

### ***Business Proposition***

ARCAC is a registered, not for profit society with charitable status, governed by a volunteer Board of Directors who delegate management to the small professional staff. ARCAC sources revenues from earned, private and public sources to address expenses relating to exhibitions, programming, facility, revenue generation, and administration. The organization depends on considerable skilled volunteer labour to develop and support programming and outreach, and to assist with revenue generation.

## **ARTISTIC VISION STATEMENT**

ARCAC's artistic vision is rooted in respect for the variety and importance of artistic practice, and a desire to share stimulating work and strengthen artistic life in our region. Creating environments for art and arts practitioners to thrive is key to our work, as is supporting audiences in their growth, awareness, and excitement about art.

While we have a particular interest in developing contemporary professional artists and art practice, we also value historic context and the personal artistic expression we see in our communities. We strive to find links and congruences, and to build on these to develop understanding, dialogue, and approaches to work. We seek to broaden perspectives about what art can be, to open understanding around contemporary arts, and to develop critical thinking.

We support professional artists through exhibitions, residencies, low rent studio space, professional development workshops, outreach programming, and opportunities to showcase, market and generate revenue from their work. We seek excellence. We ground our exhibits, programming and outreach in the work of professional artists and artistic leaders. Imagination, creative energy, surprising collaborations, and thoughtful integration of concept are essential elements of our activity. While we respect the creative expression of all individuals, we specifically select art for exhibition that offers strong artistic or societal insights for our community.

We are beginning to connect more to provincial, national and international artists and partners. This has expanded the nature of the work we do and our horizons. While we are strongly committed to our own local artists, we are beginning to see that we can also build opportunities for guest artists and their artistic ideas, share knowledge from our community, and interact more fully with our peers. This will take time to evolve, but we are entering into collaborations that are increasingly bi-directional.

We are also committed to providing community-based opportunities to build relationships, networks, and understanding. We want our communities and citizens to have face to face interactions with local artists, to know and value these individuals. As well we want individuals to feel confident in personal artistic exploration, which we support through outreach, workshops, and chances to show emerging and student work. We strive to make our programming accessible: financially, physically, and intellectually.

We have a particular interest in the development of youth. We have begun to develop skill in integrating professional and student artistic practice, finding ways to share ideas and technique, and to explore each other's ways of thinking. Our high school brings art students to see all of our major exhibitions. We encourage youth participation in workshops and special themed projects such as the Lunar exhibit held in 2019. We also provide youth with opportunities to develop and curate their own programs.

## **STRATEGIC AREAS - GOALS AND OUTCOMES**

### **1. Programming**

GOAL: To ensure programming that integrates artistic endeavor and regional life, supporting professional artists and providing creative opportunities for individuals and communities.

- a. Outcome 1 – Professional and emerging artists receive services they need to support artistic development, visibility, and market opportunities
- b. Outcome 2 – Individuals of all ages are offered opportunities to expand their awareness, knowledge and practice of a variety of art forms, supported by arts professionals; engagement increases by 20%
- c. Outcome 3 – Communities are connected to art and to their artists.

### **2. Human Resources**

GOAL: To retain and grow the human resources needed to ensure capacity to continue our activity with excellence.

- a. Outcome 1: ARTSPPLACE will have sufficient staff, supported by volunteers, to manage organizational activities effectively without overload
- b. Outcome 2: The membership base will provide Board and committees with skilled human resources
- c. Outcome 3: The volunteer base will have the skills and numbers necessary to support special event and project activity

### **3. Revenue Generation**

GOAL: To generate sufficient revenues to achieve our mandate in a sustainable way

- a. Outcome 1 – Earned revenue will increase by 10% by year 4
- b. Outcome 2 – Private sector revenue will increase by 10% per year
- c. Outcome 3 – Public sector revenue will be at least maintained through a combination of operating and project grants.

#### **4. Marketing, Communications and Advocacy**

GOAL: To increase ARTSPPLACE profile, visibility, revenue and engagement through improved communications, marketing, and advocacy

- a. Outcome 1 – ARTSPPLACE will have a more consistent, clear brand that reflects our artistic vision and commitment to community
- b. Outcome 2 – Communications are aligned for programming, marketing, fundraising, and advocacy
- c. Outcome 3 – Government awareness and support for our activity will increase through planned advocacy

#### **5. Operations, Governance and Facility**

GOAL: ARTSPPLACE operations, governance, and infrastructure will smoothly and efficiently support our activity

- a. Outcome 1: Tools and processes will be in place to improve operations
- b. Outcome 2: The Board will strengthen its governing functions
- c. Outcome 3: The facility will have modifications to support visibility, function, and accessibility

1 – PROGRAMS, EXHIBITION, and OUTREACH

Goal: To ensure programming that integrates artistic endeavor and regional life, supporting professional artists and providing creative opportunities for individuals and communities.

Outcomes:

Outcome 1 – Professional and emerging artists receive services they need to support artistic development, visibility, and market opportunities

Outcome 2 – Individuals of all ages are offered opportunities to expand their awareness, knowledge and practice of a variety of art forms, supported by arts professionals and engagement increases by 20%

Outcome 3 – Communities are connected to art and to their artists.

**Responsibility: Director and Programming and Exhibition Committees**

2020 & 2021	2021 2022	2022 2023	2023-2024
<b><i>Outcome 1 – Supporting Professional and Emerging Artists</i></b>			
Continue to build the artist in residence program	Continue the artist in residence program 1-3 per year	Continue the artist in residence program 1-3 per year	Continue the artist in residence program 1-3 per year
	Consult with artistic community to assess needs	Work with VANS to develop and implement workshops for artists as requested	
	Develop a biannual guest curator program and select first curator	First guest curation	Continue guest curation program
<del>Promote artists profiles at the entry to exhibitions</del>	Promote artists profiles at the entry to exhibitions	Continue to build a public face for artists at the galleries with profiles, video interviews, etc.	Continue to build a public face for artists at the galleries with profiles, video interviews, etc.
		Provide more information	Continue to promote CARFAC

		about CARFAC through Susan Tooke	to local artists
<del>Develop a program to build a social element into openings, special events, and workshops</del>	Develop a program to build a social element into openings, special events, and workshops	Continue to include social elements in programming	Continue to include social elements in programming
	<del>Establish one or more studio spaces for rent within the facility</del>	Establish one or more studio spaces for rent within the facility	Continue to make rental spaces available

See Marketing section regarding increased promotion activity			

***Outcomes 2 and 3 –Artist and Community Engagement***

<del>Engage face to face with community to research their programming interests and needs. Connect to schools, seniors, amateur artist groups, rural community centres, etc.</del>	Engage face to face with community to research their programming interests and needs. Connect to schools, seniors, amateur artist groups, rural community centres, etc.	Develop two workshop programs and implement; gather feedback from participants and stakeholders; evaluate and revise programming	Develop three workshop programs and implement; gather feedback from participants and stakeholders; evaluate and revise programming
<del>Build and nurture ongoing relationships with schools, community organizations, amateur artist groups, etc. Focus on two</del>	Build and nurture ongoing relationships with schools, community organizations, amateur artist groups, etc. Focus on two	Maintain relationships with schools, community organizations, amateur artist groups, etc. – Add two more	Build and nurture ongoing relationships with schools, community organizations, amateur artist groups, etc. Add two more



groups:			
	<del>Explore needs and funding for increasing accessibility for those visually, hearing and/or physically impaired</del>	Explore needs and funding for increasing accessibility for those visually, hearing and/or physically impaired	Develop plans and source funding to address accessibility issues
	Research community halls in the area	Develop a series on demystifying art to share in community hall setting	Continue demystifying arts program
<del>Continue to build, evaluate and adapt the artist café daytime program</del>	<del>Evaluate and plan for improvements and/or expansion for this program</del>	<del>Evaluate and plan for improvements and/or expansion for this program</del>	<del>Evaluate and plan for improvements and/or expansion for this program</del>
	Research artists living in remote, rural communities	Develop information on two artists living in rural communities and work with them to plan programming within their communities	Evaluate this program, refine and consider expansion

## 2 – HUMAN RESOURCES

**Goal:** To retain and grow the human resources needed to ensure capacity to continue our activity with excellence.

**Outcomes:**

Outcome 1: ARTSPACE will have sufficient staff, supported by volunteers, to manage organizational activities effectively without overload

Outcome 2: The membership base will provide Board and committees with skilled human resources

Outcome 3: The volunteer base will have the skills and numbers necessary to support special event and project activity

<b>Responsibility: Board supported by the Director , HR Committee, and the Volunteer Coordinator</b>			
<b>2020 &amp; 2021</b>	<b>2021 2022</b>	<b>2022 2023</b>	<b>2023 2024</b>
<b><i>Outcome 1 – Ensure sufficient staff and volunteer resources</i></b>			
<del>Identify activities required to appropriately staff the organization and design appropriate staff and volunteer structures</del>	Identify activities required to appropriately staff the organization and design appropriate staff and volunteer structures	Review staffing structures	
<del>Establish job descriptions for staff and volunteer positions</del>	Establish job descriptions for staff and volunteer positions	Review and revise job descriptions as needed	
	Hire staff as needed	Hire staff as needed	Evaluate staff and staffing; revise as needed
<del>Recruit volunteers as needed</del>	Recruit volunteers as needed	Recruit volunteers as needed	Recruit volunteers as needed
	Budget for professional development for staff, Board, and/or volunteers, and implement	Budget for professional development for staff, Board, and/or volunteers, and implement	Budget for professional development for staff, Board, and/or volunteers, and implement
<b><i>Outcome 2 – Develop the Membership base by 10%–5%</i></b>			
Clarify the benefits of membership and build a small membership flyer	Actively follow-up with members who have not renewed	Find ways to gather feedback around membership; evaluate programming and benefits; Implement targeted	

		membership questionnaires and surveys	
	Develop and implement a plan for recruiting new members		
		Cultivate members through members only events and the arts cafe	
	Target the membership base for participation in committees, projects and Board participation	Target the membership base for participation in committees, projects and Board participation	Target the membership base for participation in committees, projects and Board participation
<b><i>Outcome 3 – Develop the Volunteer base</i></b>			
<del>Create a volunteer manager or coordinator position; decide if this is paid or volunteer</del>	<del>Recruit and/or hire as required</del> Create a volunteer manager or coordinator position; decide if this is paid or volunteer	Recruit and/or hire as required	
		Create better volunteer recognition and thanking – build a plan for this	
	Gather information on volunteer needs, requirements, and processes; build a volunteer “bible”	Begin to advertise for volunteers on the website and other free sources	

<b>3 - REVENUE GENERATION</b>			
Goal: To generate sufficient revenues to achieve our mandate in a sustainable way			
Outcomes: Outcome 1 – Earned revenue will increase by 10% by year 4 Outcome 2 - Private sector revenue will increase by 10% per year Outcome 3 - Public sector revenue will be at least maintained through a combination of operating and project grants.			
<b>Responsibility: Board and Director</b>			
<b>2020 &amp; 2021</b>	<b>2021 2022</b>	<b>2022 2023</b>	<b>2023 2024</b>
<b><i>Outcome 1 – Increase earned revenue by 10% by year 4</i></b>			
Begin to build attendance for workshops through improved marketing, better targeted programming, and increased number of offerings	Increase paid attendance at workshops through improved marketing, better targeted programming, and increased number of offerings	Increase paid attendance at workshops through improved marketing, better targeted programming, and increased number of offerings	Increase paid attendance at workshops through improved marketing, better targeted programming, and increased number of offerings
<del>Pilot a small shop within the gallery to sell artist's works and generate profit through a 70/30 split</del>	Pilot a small shop within the gallery to sell artist's works and generate profit through a 70/30 split	Review and decide if this should/could be expanded	Expand or maintain
Increase the % return on art sales by 5%			
	Increase membership numbers to generate further income; explore generating some		

	corporate memberships		
Explore the idea of offering summer workshops	Implement summer art workshops for children and/or adults		
<b><i>Outcomes 2 and 3 – Increase private sector revenue by 10% per year and maintain or increase public sector revenues</i></b>			

<del>Build a strong case statement that outlines the ARTSPLACE story, benefits and impact for artists and community, and benefits to donors</del>	Build a strong case statement that outlines the ARTSPLACE story, benefits and impact for artists and community, and benefits to donors	Review case statement and improve/add as required	
<del>Develop an individual donor campaign</del>		Develop an individual donor campaign	
<del>Identify current and potential philanthropic donors</del>	Identify current and potential philanthropic donors	Build a relationship based fundraising plan	Begin implementation of the relationship based fundraising plan
	Build relationships and funding advocacy with municipal funders		
Research options for project grants at the federal and provincial levels	Research options for project grants at the federal and provincial levels	Research options for project grants at the federal and provincial levels	Research options for project grants at the federal and provincial levels

<del>Apply for one additional project grant</del>	Apply for one additional project grant	Apply for two project grants	Apply for three project grants
<del>Build on the Canada Council operating application to strengthen the provincial town and municipal grants</del>	Build on the Canada Council operating application to strengthen the provincial town and municipal grants	Build on the Canada Council operating application to strengthen the provincial town and municipal grants	Build on the Canada Council operating application to strengthen the provincial town and municipal grants t
<del>Annually request funding (project or operating) from the town and the municipality</del>	Annually request funding (project or operating) from the town and the municipality	Annually request funding (project or operating) from the town and the municipality	Annually request funding (project or operating) from the town and the municipality

<b>4 - MARKETING, COMMUNICATIONS AND ADVOCACY</b>			
Goal: To increase ARTSPPLACE profile, visibility, revenue and engagement through improved communications, marketing, and advocacy			
<p>Outcomes:</p> <p>Outcome 1 – ARTSPPLACE will have a more consistent, clear brand that reflects our artistic vision and commitment to community</p> <p>Outcome 2 – Communications are aligned for programming, marketing, fundraising and advocacy</p> <p>Outcome 3 – Government awareness and support for our activity will increase through planned advocacy</p>			
<b>Responsibility: Director and Chairs of the Marketing Strategy and Advocacy Committees</b>			
<b>2020 &amp; 2021</b>	<b>2021 2022</b>	<b>2022 2023</b>	<b>2023-2024</b>
<b><i>Outcome 1 – Clarification of brand</i></b>			
Research and build a brand template – visual and written; ensure that any legal concerns are	Rebrand as ARTSPPLACE – promote and make changes to signage, print materials, website		

addressed			
Develop a marketing committee that creates a marketing strategy and marketing plan	Implement marketing plans	Implement marketing plans	Implement marketing plans
Increase marketing investment in budget from 2% to 3%	Continue to invest in marketing from 3-4%	Continue to invest in marketing from 3-4%	Continue to invest in marketing from 3-4%
<b>Outcome 2 - Align Communications</b>			
Build on the case statement to align communications with new directions; ensure foundation statements are consistent	Revisit website and print materials to re-align text with the story, vision and values of the organization		
	Develop a communications plan	Implement the plan	Implement the plan
<b>Outcome 3 – Increase advocacy with public sector</b>			
Board Chair and Director to meet annually with government and funding representatives to	Board Chair and Director to meet annually with government and funding representatives to	Board Chair and Director to meet annually with government and funding representatives to	Board Chair and Director to meet annually with government and funding representatives to

tell the ARTSPPLACE story and explore options for	tell the ARTSPPLACE story and explore options for	tell the ARTSPPLACE story and explore options for	tell the ARTSPPLACE story and explore options for
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support	support	support	support
<del>Develop a Board public presence at community events</del>	Develop a Board public presence at community events	Develop a Board public presence at community events	Develop a Board public presence at community events

<b>5 – OPERATIONS, GOVERNANCE AND INFRASTRUCTURE</b>			
Goal: ARTSPPLACE operations, governance, and infrastructure will smoothly and efficiently support our activity			
Outcomes: Outcome 1: Tools and processes will be in place to improve operations Outcome 2: The Board will strengthen its governing functions Outcome 3: The facility will have modifications to support visibility, function, and accessibility			
<b>Responsibility: Board and Director</b>			
<b>2020 &amp; 2021</b>	<b>2021 2022</b>	<b>2022 2023</b>	<b>2023-2024</b>
<b><i>Outcome 1 – Tools and Processes will improve operations</i></b>			
Research Database options; purchase and begin implementation	Continue to build database functionality	Continue to build database functionality	Continue to build database functionality
Research Google Drive, including permissions, privacy and security questions. If appropriate move documents to drive for more effective sharing	Begin archiving of older files and reorganizing drive files for more efficient tracking and use.		



Provide training for Board, staff and volunteers on using the google drive.	Provide training for Board, staff and volunteers on using the google drive.	Provide training for Board, staff and volunteers on using the google drive.	Provide training for Board, staff and volunteers on using the google drive.
	Explore needs for improved equipment	Source funding for new equipment	.Purchase equipment as appropriate

<b><i>Outcome 2 – Strengthen Board Governance</i></b>			
<del>Budget for Board Governance training and orientation</del>	<del>Budget for Board Governance training and orientation</del>	Budget for Board Governance training and orientation	Implement annual Board Governance and orientation sessions
		Consider an advisory Board drawn from Founders, Longstanding artists and members, and some external resources	
<del>Develop a schedule and plan for policy review and creation. Choose three policies to review and additionally develop inclusivity and healthy workplace policies</del>	Develop a schedule and plan for policy review and creation. Choose three policies to review and additionally develop inclusivity and healthy workplace policies.  Develop Fundraising policies, using the Imagine policies as a guide	Develop at least one Human Resource policy  Review the By-laws and make changes as required	Review the Foundation Statements and Begin a new Strategic Plan

	Develop at least one Human Resource policy		
Structure Board meeting agendas, and develop action, and Motion lists as part of the minutes			
<b><i>Outcome 3 – Facility Improvement</i></b>			
Look for ways to give greater visibility to the building and its activities			
	Develop new signage in line with the Brand and contemporary art		
	Research issues of accessibility again, and develop short and long-range plans to address this		
		Review facility needs and explore options for improvement	Consider a more accessible and visible addition to the building for education and workshops activity