

[Working DRAFT]
St. Catharines and Area Arts Council
Strategic Plan, 2009 – 2012
Date: August 22, 2009

...making the arts part of everyone's life

Mission: The St. Catharines and Area Arts Council works to enhance the cultural life of Niagara and to promote the social and economic value of the arts

Statement of Values

The St. Catharines and Area Arts Council:

- believes that arts and culture have a fundamental social and economic value, that artistic expression is essential to building lively communities where people want to live, work and play and that arts and culture are essential to Niagara's sustainable future
- undertakes primary action through collaborative relationships with community partners
- expresses, through its work, a high level of respect for artists and arts organizations and positively acknowledges their contribution to society
- embraces diversity in all of its forms
- maintains a clear future orientation
- is responsive to the needs of its members and to the community
- recognizes that open and broad artistic expression is of value to the community

Proposed Goals, 2009-2012

External

Goal 1: To promote and communicate the value of arts and culture in Niagara

Goal 2: To advocate on behalf of and provide a voice for the arts and culture sector

Goal 3: To offer programs and services which strengthen the capacity of the arts and culture sector

Internal

Goal 4: To ensure the sustainability of the St. Catharines and Area Arts Council

Target Audience (Who does the Arts Council serve?)

Primary Audience: Arts practitioners and arts organizations; the core responsibility of the Arts Council is to serve the local artists and arts organizations

Secondary Audience: Supporters and partners

Tertiary Audience: People in Niagara

Goal 1: To promote and communicate the value of arts and culture in Niagara

Strategy 1.1 Identify and communicate research that substantiates the value of arts and culture to Niagara

2009	2010	2011	2012
1.1.1 Collect local stories on how the arts change peoples lives, especially as it relates to the Niagara Centre for the Arts	Collect local stories on how the arts change lives	Collect local stories on how the arts change lives	
1.1.2	Identify funding to develop an annual statistical report which measures the state and impact of the arts in Niagara	Obtain funding to develop an annual statistical report which measures the state and impact of the arts in Niagara	
1.1.3 Establish contact with Research Niagara			

Strategy 1.2 Develop and deliver general communications

2009	2010	2011	2012
1.2.1 Develop communications plan, including key messages and target audiences	Develop communications plan, including key messages and target audiences for 2011	Develop communications plan, including key messages and target audiences for 2012	Develop communications plan, including key messages and target audiences for 2013
1.2.2 Upgraded website (event calendar, blogging function)	Develop and maintain a website which will become a major communications tool for arts and culture in Niagara. This will include partnering to develop cultureinniagara.com project to create an online calendar of events and a wiki-	Develop and maintain a website which will become a major communications tool and provide a digital and a social networking presence for arts and culture in Niagara.	Develop and maintain a website which will become a major communications tool and provide a digital and a social networking presence for arts and culture in Niagara.

	based database		
1.2.3 Create and implement plan to improve effectiveness of weekly e-newsletters (52/year)	Develop and maintain a weekly e-newsletter as a major communication tool. Add features to the e-newsletter (info on local research on the arts). Expand distribution of newsletter	Develop and maintain a weekly e-newsletter as a major communication tool; seek feedback from recipients of the newsletter	Develop and maintain a weekly e-newsletter as a major communication tool
1.2.4 Develop corporate brochure			
1.2.5	Develop and deliver cultural tourism map		

Strategy 1.3 Create programming that demonstrates the social value of arts and culture

2009	2010	2011	2012
1.3.1 Reach out to new audiences as opportunities arise	Develop suitable programs or case statements in response to social needs as required	Develop suitable programs or case statements in response to social needs as required	Develop suitable programs or case statements in response to social needs as required
1.3.2	Host occasional forums on the social role of the arts		

Goal 2: To advocate on behalf of and provide a voice for the arts and culture sector

Strategy 2.1 Identify needs of members and of the broader arts and culture sector

2009	2010	2011	2012
2.1.1 Conduct membership survey	Conduct targeted member surveys		
2.1.2	Organize appreciative inquiry roundtable on the capacities and future relationship with members		
2.1.3 Networking event	Networking event (s) Arts after Five Lunchtime drop-in	Networking event Arts after Five	Networking event Arts after Five
2.1.4	Explore the establishment of an Artists Advisory Board		

Strategy 2.2 Monitor new and ongoing issues

2009	2010	2011	2012
2.2.1 Monitor and advocate for the Niagara Centre for the Arts - demonstrate value - publicize - prepare the arts sector	Monitor and advocate for the Niagara Centre for the Arts	Monitor and advocate for the Niagara Centre for the Arts	

Strategy 2.3 Compile issue-based research addressing needs and issues

2009	2010	2011	2012
2.3.1 As need arises	As need arises	As need arises	

Strategy 2.4 Develop and deliver communications strategy, including messages and target audiences (issues based: prepare and mobilize resources and take action as required)

2009	2010	2011	2012
2.4.1 Develop communications and action plan template			

Goal 3: To offer programs and services which strengthen the capacity of the arts and culture sector

Strategy 3.1 Identify needs of sector and of major stakeholders

2009	2010	2011	2012
3.1.1 Explore live/work space for artists	Support live/work space initiatives for artists		
3.1.2	To provide updated media lists to members		
3.1.3	Provide basic cash and carry ticket sales for member events		

Strategy 3.2 Establish programming policy

2009	2010	2011	2012
3.2.1 Establish programming policy			

Strategy 3.3 Develop and deliver capacity building workshops that address needs

2009	2010	2011	2012
3.3.1 In partnership with the City and Region develop workshops which assist the arts community in building capacity in preparation for the Niagara Centre for the Arts	- facilitation skill workshops - funding - grant-writing - marketing		
2.3.2 Partner with Enterprise Centre to develop business programs for the arts			

Strategy 3.4 Facilitate artistic programming opportunities to showcase members and the arts and culture sector

2009	2010	2011	2012
3.4.1 Signature Event: James St Night of Art	Signature Event: James St Night of Art - expand to include networking opportunities e.g./ open forum	Signature Event: James St Night of Art	Signature Event: James St Night of Art
3.4.2 The Wednesday Salon: Food for Thought (with Theatre Beyond Words)			
3.4.3 In the Soil (Collaborative Art Project)			
3.4.4 Art City (with St. Catharines Downtown Association and Niagara Artists' Centre)			
3.4.5 Facilitate the delivery of other artistic programming opportunities which support the goals of the Arts Council			

Goal 4 (Internal): To ensure the sustainability of the St. Catharines and Area Arts Council

Strategy 4.1 Strengthen the effectiveness of the Board

2009	2010	2011	2012
4.1.1 Develop an annual strategic plan which serves as guide for the work for the upcoming year	4.1.1 Develop an annual strategic plan which serves as guide for the work for the upcoming year	4.1.1 Develop an annual strategic plan which serves as guide for the work for the upcoming year	4.1.1 Develop an annual strategic plan which serves as guide for the work for the upcoming year
4.1.2 Explore program for developing arts champions			
4.1.3 Conduct an ongoing board recruitment and orientation program			
	4.1.4 Define who we serve and the area we serve; develop a plan for region-wide approach		

Strategy 4.2 Strengthen the membership program

2009	2010	2011	2012
4.2.1 Updated membership categories			
4.2.2 Develop membership benefits in response to member feedback			
4.2.3 Research member needs			
4.2.4 Increase membership: set specific membership targets			
4.2.5 Create new membership brochure which will include an outline of membership benefits and contact info			
4.2.6 Develop an outreach program for youth [Explore opportunities for young artists and for artists to show their work in the classroom]	Develop an outreach program for youth [Explore opportunities for young artists and for artists to show their work in the classroom]	Seniors outreach	

Strategy 4.3 Increase revenue and fundraising

2009	2010	2011	2012
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4.3.1 Establish targeted budget levels based on best practices			
4.3.2 Continue to pursue desired revenue profile: - Government funding: 40% - Private Sector Funding: 35% - Earned revenues: 25%			
4.3.3 Corporate Fundraising Campaign Goal: 35% of revenue	Corporate Fundraising Campaign	Corporate Fundraising Campaign	
4.3.4 Earned revenue: Identify and analyze programming and services which might lead to a growth in revenue - membership income - rental income Goal: 25% of revenue	Identify potential revenue sources from member benefits (e.g., Pay for tourism-oriented arts guide)		
4.3.5 Continue to seek project-based funding	Continue to seek goal-specific project-based funding		
4.3.6	Explore a fee for service contract to support the Region's cultural objectives with the Regional Municipality of Niagara	Explore the possibility of municipal funding for consulting services on a contractual basis	Explore the possibility of becoming the arts funding agency for the City of St. Catharines
4.3.7 Continue debt reduction schedule	Continue debt reduction schedule	Continue debt reduction schedule: debt is to be eliminated by 2011	

Strategy 4.4 Address the Arts Council's facilities

2009	2010	2011	2012
4.4.1 Review lease			
4.4.2 Maintain storefront presence			

Strategy 4.5 Develop operational policies and procedures

2009	2010	2011	2012
4.5.1 Develop endowment policy			

Strategy 4.6 Ensure the effectiveness of our human resources

2009	2010	2011	2012
	4.6.1 Develop a human resources plan, including an organizational chart and job descriptions		
		4.6.2 Conduct annual performance appraisals and review job loads	

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