

# Community Arts Council of Greater Victoria



## 2013 - 2018 Strategic Plan

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## Organizational Background

The Community Arts Council of Greater Victoria (CACGV) was established in 1966, as a BC registered non-profit society and federally registered charity, and continues in good standing.

The Constitution and By-laws define the CACGV mandate:

“to increase and broaden the opportunities for Greater Victoria citizens to enjoy and to participate in the cultural activities and shall include the following activities:”

- Help coordinate the work of cultural groups;
- Encourage the development of cultural activities;
- Provide service to participating groups;
- Provide information on cultural projects and activities;
- Foster interest in cultural heritage;
- Interpret work of cultural groups to the community, encourage public interest and understanding; and
- Advise government of cultural needs of Greater Victoria.

The operating environment for CACGV has changed over the past 45 years in terms of the artistic and cultural needs of the community, and the administration and program delivery has evolved accordingly. In terms of organization lifecycle, the CACGV is emerging from a transition/renewal phase and moving into a growth phase. This which was triggered several years ago by changes in funding, and compounded by the slowdown in global economies shifts in consumer expenditures on arts and culture, and changing demographics in our operating area.

The Community Arts Council of Greater Victoria viewed these changes as an opportunity to re-examine our services and operations. CACGV is well advanced in implementing a new model featuring additional programs and services, diversified funding (including self generated), partnerships, and increased community engagement to better respond to the needs of the Greater Victoria community.

Oversight of the CACGV is the responsibility of the Board of Directors, elected annually at the Annual General Meeting held in October. The composition of the volunteer Board has changed to better reflect the geographic, demographic and arts disciplines in the community. The Board continues as a working Board, which supplements efforts of staff, contractors, volunteers, and community partners. This also provides the Board with increased insights about operational and program issues.

The Board consists of Committees including: Executive; Finance/Administration; Communications; Education; Fundraising; and program committees for arts disciplines (e.g., Visual, Performance, Literary, etc). Additionally, specific ad hoc committees implement particular initiatives. The committees include Board members, CACGV members, and others. Committee recommendations are reviewed at monthly Board meetings.

The CACGV operates from an office in the Arts Centre at Cedar Hill, and delivers programs throughout the Greater Victoria area.

## **Vision, Mission and Guiding Principles**

The Vision, Mission and Guiding Principles are the foundation for our Strategic Plan.

### **Vision**

Encourage artistic and cultural excellence and engage community.

### **Mission**

Build community through arts and culture by celebrating achievement, engaging public and encouraging participation.

Contribute to individual well being, community engagement, and encourage creative self expression.

### **Guiding Principles**

**Sustainability:** Remaining financially and organizationally viable for the future.

**Engagement:** Building and maintaining relationships across the community and increasing accessibility to the arts; connecting artists with new audiences; encouraging active participation in arts and culture; and participating in community building events.

**Relevant:** Ensuring programs and services meet the needs of the arts and culture sector and the broader community.

**Leadership:** Maintaining an active coordination role in the community in collaboration with others..

**Service:** Providing service to arts and culture organizations and building community through information, collaboration and partnership.

**Inclusive:** Services and programs are available to everyone in the community, in accessible and affordable venues.

## **2013-2018 Strategic Goals**

This Strategic Plan focuses on 5 goals:

1. Responsive Planning Framework;
2. Sustainable Fiscal Management;
3. Effective Administrative Structure;
4. Effective Programs and Services; and
5. Effective Communication and Engagement.

### **Goal 1: Maintain Planning Framework**

The 5-year Strategic Plan provides high-level and long term direction for the CACGV, and is an evergreen plan which is updated, as required. In turn, the Annual Business Plan defines operations for the upcoming year which contribute to achieving the Strategic Plan goals. The Annual Business Plan is built on an annual performance evaluation for the previous fiscal, changes to the operating environment, and includes SMART objectives (i.e., specific, measurable, attainable, relevant and time-bound).

### **Goal 2: Sustainable Fiscal Management**

The CACGV will secure its ability to survive and function well, even in difficult economic times, and establish self-generated core funding for key services.

- Diversify funding sources:
  - grants from government, corporate, and foundations;
  - develop and grow self-generated funding, such as membership dues; entry fees; commissions/royalties; and fee-for service; and
  - develop and expand donations/fundraising.
- Extend capacity to deliver programs through partnerships, in-kind donations, and volunteers.
- Ensure appropriate tracking and reporting on finances for internal analysis, funders, and Canada Revenue Agency.
- Maintain accurate, comprehensive and up to date financial records.
- Maintain processes to handle incoming payments, and issue invoices.
- Review financial status at every Board meeting.

### **Goal 3: Effective Administrative Structure**

The CACGV will ensure that resources are appropriately allocated and tracked and consistent with goals.

- Assess operational and financial implications of all programming decisions.
- Maintain efficient and effective methods of delivering all services.
- Maintain accurate and up to date records on members, and key community contacts
- Develop and maintain appropriate standardized forms and procedures.
- Board members offer a range of skills, represent variety of arts disciplines.
- Collect and maintain relevant statistical information for internal operations, funders, BC Societies Act, and Canada Revenue Agency.
- Organize a framework for and formalize employee/contractor relationships consistent with provincial, federal and work safe requirements.
- Develop specific constraints on employee/contractor hours.
- Enhance capacity and expertise of staff, volunteers and Board.
- Periodically review administrative needs to simplify and streamline in keeping with available resources.

#### **Goal 4: Effective Programs and Services**

- Establish a sustainable platform for all arts disciplines, including visual, literary and performance.
- Promote understanding and appreciation of local arts, showcase local artistic accomplishment, and grow local audience for arts.
- Provide venues and events to showcase local creativity and encourage public interaction and appreciation of arts and culture.
- Encourage advancement and excellence in artistic achievement.
- Ensure arts are accessible to all segments of the public – physically, geographically and financially.
- Research, and as appropriate, develop arts activities which address unmet needs among particular demographics in the community (e.g., arts opportunities for youth, seniors, etc.).
- Provide opportunities for interaction between artists and audiences.
- Maintain responsiveness to emerging needs and opportunities of artists and audiences, and flexibility to deliver programs and services in a range of venues/events.
- Conduct periodic reviews of local arts and cultural organizations, venues, and arts councils to identify cooperative opportunities and ensure relevance of CACGV activities.
- Compliment and expand on pre-existing activities. Build connections with sponsoring organizations, and avoid duplicating or competing with pre-existing effective arts activities.
- As appropriate deliver programs alone, or in collaboration with other organizations, and facilitate connections between organizations and individuals.
- Use CACGV success with visual arts as a platform to expand into other arts disciplines.
- Encourage interdisciplinary activities, e.g., music at visual art shows.

## **Goal 5: Outreach and Effective Communications**

The CACGV will make effective use of communication opportunities for building relationships with the arts community – both individuals and organizations associated with arts and culture and the broader community of local residents.

- Use arts as a mechanism to enhance community relationships.
- Understand and address the needs of individuals and other arts organizations in the community.
- Make full use of the most appropriate communications tools (e.g., print, website, social media, surveys, etc.).
- Establish open communications between artists, arts organizations and local residents. Function as a communications “hub”, and resource centre directing interested people to existing resources.
- Encourage opportunities for artist – audience interaction.
- Ensure CACGV members and the broader arts community are informed and engaged in local arts activities.
- Pursue opportunities to increase public understanding, appreciation and interest in participating in local arts.
- Provide educational opportunities through artist demonstrations, performances, presentations, workshops and mentoring.
- Integrate CACGV efforts with existing resources, e.g., collaborating with City of Victoria and Capital Regional District arts communications.
- Continue CACGV participation in community events associated with arts and culture.

## **Implementation**

This 5 Year Strategic Plan is intended to be an evergreen document, which serves as a platform for the development of Annual Business Plans, annual program evaluations, and is itself amended and adapted in response.