



VICTORIA ARTS
COUNCIL

Strategic Plan

2018-2021

Victoria Arts Council Strategic Plan 2018-2021

Since 1968, the Victoria Arts Council (the VAC)^{1*} has served the public as a charitable, non-profit, community arts organization. The VAC is dedicated to raising awareness of and developing a positive, supportive environment for the arts through education, civic advocacy, projects and programs that reach artists and the community at large. We strive to elevate the profile of local artists and performers, while igniting a passion for arts and culture throughout Greater Victoria.

VAC activities are open to the entire community. We welcome artists and performers of all disciplines and at all levels, from emerging to professional. The VAC has grown from 60 members to approximately 350 members since its inception, and enjoys strong working relationships and affiliations with numerous community partners and sponsors.

The Victoria Arts Council's mandate to increase and broaden public awareness and opportunities in the arts and cultural is carried out through our leadership, partnerships, and community involvement; and activities. We value and facilitate relationships with and between artists, local organizations, and arts groups in order to build community through arts and culture.

Oversight of the VAC is the responsibility of the Board of Directors, elected annually at our Annual General Meeting, which provides direction and oversight to the VAC's management team. This Strategic Plan forms a roadmap for the strategic priorities that will govern the work of the governors and managers of the VAC over the next three years.

* formerly the Community Arts Council of Greater Victoria

VISION STATEMENT

Making visions happen by nurturing artists and connecting the community through the arts

MISSION STATEMENT

The Victoria Arts Council enhances our community by working with partners across the arts spectrum and supporting visual artists through exhibitions, programming, and education.

VALUES AND PRINCIPLES

In working with our members, partners, and the community in general, the Victoria Arts Council is guided by the following principles. We strive for an organization that is:

Sustainable

A Leader

Accessible

Inspiring

Thriving

Supportive

Responsive

Accepting

STRATEGIC OBJECTIVES

Over the next three years, The Victoria Arts Council will be guided by four overarching strategic themes. Each theme has several strategic priority objectives that the VAC will work to successfully undertake over the term of this Strategic Plan.

1. RESOURCES

We will secure financial and human resources to ensure the operational sustainability and growth of the VAC by:

- a) Developing and implementing a Human Resources plan that includes consideration of both staff and volunteers.
- b) Developing and implementing a funding plan for increased and diversified sources of funding, including increased revenue through self-generated activities.
- c) Developing and implementing a “patronage plan” to foster the support of prominent supporters of the arts, both individual and organizational.

2. MEMBERSHIP

We will ensure enhance our membership services by:

- a) Developing and implementing a plan to increase the number and diversity of individual members and volunteers, including consideration of options to better support artists and provide incentives for membership.
- b) Developing and implementing a partnership plan for alternative forms of membership, to encourage other organizations to become involved with the VAC.
- c) Developing and implementing a process to benchmark, measure, monitor and improve satisfaction levels for members and volunteers of the VAC.

3. OPERATIONS

We will ground our operations in a solid foundation by:

- a) Securing a permanent location for the Victoria Arts Council, allowing for the provision of predictable storefront services to our members, partners, and the general public.
- b) Developing and implementing a programming plan that is consistent with our funding plan, includes consideration of returns on investments, and is based in the best utilization of staff and other resources.
- c) Establishing and implementing clarity in governance and management roles and responsibilities, including direction on carrying out our mandate.

4. PARTNERSHIPS

Through collaborative partnerships with other arts groups and partners, we will enhance the cultural community by:

- a) Developing and implementing a community outreach plan that includes clarifying how we will work with partners from across the arts spectrum, communities, organizations and governments.
- b) Developing and implementing an annual plan that, with partners, fosters initiatives that focus on a different form of art each year (e.g. literary arts, performing arts).
- c) Developing and implementing a communications plan to become the Voice of the Arts in Victoria: the “go-to” source for information and advocacy for the arts in greater Victoria.

Priorities

Resources:

1. Development of a plan that identifies human resource needs, staffed and volunteer, that are required to meet the strategic objectives of VAC. This will provide targets, job descriptions and current / future needs for the organization. (Particular emphasis on developing strategic staff responsibilities and the expansion of a robust volunteer program).
2. Creation of a funding plan to ensure current funders are maintained and that annual growth is reflected in programs. The funding plan will also consider target areas for expansion of revenues specifically through individual, foundation and corporate programs and self-generated revenue through VAC activities. Specific attention will be given to an arts patron program that attracts individual and organizational support.
3. VAC is committed to expanding the role of the Executive Director during the next three years. A revised Job Description, Strategic Plan and expanded hours will align with Board priorities and ensure the needs of members and the community are best met.

Membership

1. Development of a membership plan that encourages growth through various levels that may include new artists, emerging artists and professionals. This program will identify how VAC can best serve these members through programs and member incentives. VAC will also explore partnerships at the organizational level.
2. VAC will review fee structures for members, programs and other revenue generating activities to reflect the community and the needs of the Arts Council to provide quality programming.

Operations

1. VAC will secure a permanent long term home (5 years) by December 2018. This ensures programming, office space and exhibits can be planned for the benefit of the community.
2. The organization will undertake a process to review and evaluate member and community programs. This process will establish benchmarks for success and measurements for member and community satisfaction. Through reviewing VAC's programming and operations plan the Arts Council will ensure programming and operations are based on best use of staff, volunteer and financial resources.

Partnerships

1. Annually, the Board of VAC will work with the Executive Director, to identify community partners that will enhance programming and culture.
2. VAC will create a communications strategy to enhance the visibility of the arts community and VAC in the community.