



Prince George & District Community Arts Council Strategic Plan 2015 - 2020



July 2015

Reviewed & Updated
January 2018

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Our Vision:

We envision a community where art has no boundaries. Art is intrinsic to the evolution of our communities. It tells our story & drives our work.

Our Mission:

To foster art & advocate for artists in the region of Prince George.

Our Mandate:

We provide services, education and support to arts & artists in the City of Prince George & the Regional District of Fraser Fort George. We are inclusive of all ages & backgrounds. **Art has no boundaries.**

Goals for 2015 - 2020:

Goal 1: Continuously Develop & Evaluate Programs, Services and Events that are Responsive to Member Community Needs

Goal 2: Maximize attraction and retention of staff and volunteers through effective HR practices.

Goal 3: Provide effective and efficient services by continuously improving internal operations

Goal 4: Develop multiple stable and sustainable revenue streams.

Goal 5: Secure quality and high profile facilities for effective operation of the organization



Goal 1: Continuously develop & evaluate programs, services and events that are responsive to Member & community needs

Manifest Our Assertion that Art Has No Boundaries

Objectives

1.1 Grow and diversify our membership base through outreach to non-artists in the community and adding a corporate membership category.

a. Identify membership perks and develop materials that highlight the benefits of memberships to non-artists.

b. Engage in a major, media-driven membership drive.

1.2 Provide programs, projects and events that focus on:

a. Adults, including seniors, aboriginals

b. Children and youth

c. Health

1.3 Evaluate current programs and services to ensure they align with our organizational mandate and contribute to our financial stability

1.4 Develop new programs & enterprises that will contribute to the financial stability of our organization

1.5 Promote partnerships and collaboration with other organizations

Measurements

Status quo through 2018

Grow membership to 450 Members in 2020

One major initiative / program for each of these target groups.

Ongoing

Not a priority until 2020; in the interim, opportunities must be balanced with org capacity.

Mayor's Ball in 2018, 2019

Sit down with Two Rivers in 2018

Goal 2: Maximize attraction and retention of staff and volunteers through effective HR practices

This includes orientation, training, professional development, and compensation

Objectives

- 2.1 Review and revise job descriptions
- 2.2 Compensation Benchmarking – identify the current wage and benefit gap
- 2.4 Develop a staffing plan to meet future needs

- 2.5 Make incremental improvements to closing wage gap
- 2.6 Allocate educational funds for the ED to attend workshops on leadership and governance in non-profit sector
- 2.7 Review and revise our HR policies every second year.
- 2.8 Complete exit interviews with departing employees
- 2.9 Engage in targeted Board Recruitment to ensure we have the right knowledge and skills on the Board
- 2.10 Educate Board Members about roles and responsibilities of a Governance Board
- 2.12 Host annual staff and volunteer appreciation event.

Measurements

- As needed
- As positions come available
- By 2019
- Create position for facility mgmt.
- Increase staffing by building into grant applications
- Ongoing. Current focus: Book keeper & ED positions
- Included in budget every year
- 2017, 2019
-
- Annually – Board Executive
- Every October
- August – Dec each year

Goal 3: Provide effective and efficient services by continuously improving internal operations

Objectives

- 3.1 Revise the Policy Manual, consult and ensure all staff and Board members have access to it
- 3.2 Ensure the organization demonstrates transparency in decision making
- 3.4 Develop a Succession Plan & focus on Knowledge Transfer for all positions
- 3.5 Ensure all projects, events and programs have a complete project plan including budget, timelines, and deliverables
- 3.6 Identify potential volunteer and sponsorship opportunities
- 3.7 Engage in annual strategic planning and board development activities

Measurements

- Financial, Board, and Employee policies updated in 2017, due for review in 2019
- Ongoing, through postings, general meetings, etc
- Book keeper & ED roles complete
- Ongoing
- January

Goal 4: Develop multiple stable and sustainable revenue streams

Objectives

- 4.3 Create an annual event that will bring in a moderate amount of revenue
- 4.5 Continue growing Studio Fair & Reinstate the Studio Fair raffle
- 4.8 Review and expand the Spring Arts Bazaar
- 4.9 Develop a Capital Cabinet to raise funds for move and improvements

Measurements

- Mayor's Ball 2018
- Increased profit year over year
- Increased profit year over year
- By June 2018

Goal 5: Secure quality and high profile facilities for effective operation of the organization

Objectives

- 5.1 Complete a needs assessment which is future-oriented in terms of requirements
- 5.2 Leverage 50th Anniversary to highlight new building

Measurements

- 2018
- 2018