



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

prince george & district  
**community**  
**arts**  
**council**

July 2015

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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, immigrants
  - b. Children and youth
  - c. Health
  - d. Industry
- 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**

Maintain current membership base for 2015

450 Members by 2020

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

## 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 annually
- 2.2 Compensation Benchmarking – identify the current wage and benefit gap
- 2.3 Develop policy around staff vacation time.
- 2.4 Develop a staffing plan to meet future needs
- 2.5 Make incremental improvements to closing the gap
- 2.6 Allocate educational funds for the ED to attend workshops on leadership and governance in non-profit sector every year
- 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
- 2.11 Develop a robust volunteer management program.
- 2.12 Host annual staff and volunteer appreciation event.

### Measurements

By December 2015

By 2016

· Every October

· By 2017

· 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
- 3.3 Develop a standardized monthly report to the Board focusing on key metrics
- 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**

Review & Update every 2<sup>nd</sup> year,  
1<sup>st</sup> review complete by Dec 2015

June of each year

### **Goal 4: Develop multiple stable and sustainable revenue streams**

#### **Objectives**

- 4.1 Create branded promotional products for sale at events
- 4.2 Develop one major ongoing cash raffle fundraising program
- 4.3 Create an annual event that will bring in a moderate amount of revenue
- 4.4 Create a Budding Artists sale event
- 4.5 Continue growing Studio Fair & Reinstate the Studio Fair raffle
- 4.6 Develop a corporate sponsorship program
- 4.7 Develop a Corporate Gifts program
- 4.8 Review and expand the Spring Arts Bazaar
- 4.9 Maintain revenues from ticket sales

#### **Measurements**

Raise over 20k in 2015

Online Art Auction in 2015

Increased profit year over year

Increased profit year over year

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

### Objectives

### Measurements

5.1 Complete a needs assessment which is future-oriented in terms of requirements

March 2016

5.2 Develop a capital fund

Capital fund: 2016

5.3 Begin the acquisition process

Acquisition: 2020