

A decorative graphic on the right side of the page. It features three blue circles of varying sizes. The top circle is the largest, the middle one is smaller, and the bottom one is the largest of the three. Each circle has a smaller, semi-transparent purple circle inside it. Thin blue lines connect the top-left and top-right corners of the circles to the left and right edges of the page, respectively. The bottom circle is partially cut off by the right edge of the page.

Strategic Plan

2015-2019

Artcite Incorporated

2/29/2016

Artcite Inc.
Strategic Plan
2015 - 2019

1.0 Introduction

Artcite is an arts organization that was founded in 1982. It was established as an alternative gallery space for the contemporary arts. As an artist run centre over time it also became a place where artists could seek out research and information in addition to exhibiting their work. Whereas Artcite may have started as a place to exhibit visual art it has become known as a space and place that also includes opportunities for workshops, lectures, film and video screening, performance and literary events.

Since 1992 it has been located in its present space in the downtown core on University Avenue as part of the Capital Theatre complex. Its' location is one of its greatest strengths. Membership is also a strength.

The organization's operating funding primarily comes from Canada Council for the Arts, the Ontario Arts Council and the City of Windsor. The organization has also been the recipient of one-time funding grants from the Ontario Trillium Foundation and other private funders. The development of a strategic plan is a requirement of Canada Council for the Arts and the Ontario Arts Council.

2.0 Strategic Planning Background and Process

In **2008**, the City of Windsor launched a process to develop a Municipal Cultural Master Plan which was completed in 2010. Artcite and its many members demonstrated leadership in the development of this plan.

In **2011**, The Board of Directors identified the development of a strategic plan. Some work was initiated however the plan was never completed. Externally it was a challenging time. Economically, the Windsor area was experiencing significant difficulties and had one of the highest unemployment rates across Canada. Most importantly though, the viability of the Capital Theatre complex and permanent home of Artcite was at risk.

In **2013**, Artcite received a Compass grant from the Ontario Arts Council to develop a strategic plan. A consultant was secured to support the process. Feedback was obtained from members through web surveys and members' meetings. Key informant interviews occurred with community stakeholders. The Board of Directors held retreats to review the feedback, conduct a SWOT analysis, and begin to develop a framework for a strategic plan. Out of this work came a draft document entitled, "Imagine Reinventing: Strategic Plan 2014 – 2019." This document took

steps to identify strategic areas of focus and initial action steps. Values, mission and vision were not finalized.

In **December 2014**, the Board of Directors met with the purpose of integrating previous strategic planning discussions to finalize a strategic plan for the organization. A full day meeting occurred on December 6, 2014; the meeting was facilitated by a different consultant. A second meeting was held with a small working group to complete the action planning. The results of these meetings included confirmation of values, mission and vision and an action plan for the first year (2015). The organization was in a significant state of flux having lost key staffing positions and also membership on the Board needed rejuvenation. It was decided that there were urgent next steps required in order to strengthen the organization’s structure before additional action plans could be developed for year 2 to 5.

On **February 6, 2016**, representatives of the Board and the Executive Director met to continue the strategic planning process. The meeting was again facilitated by the same consultant from 2014. Prior to this meeting, the Board met to review their year 1 action plan to ensure they had completed the outlined tasks or at minimum tasks were in process. It was reported that the majority of tasks had been completed. A task of significant importance for moving forward was the establishment of a committee structure to drive the action plans. The purpose of the February 6th meeting was to re-confirm the vision and to develop an action plan framework for the next 4 years.

3.0 SWOT Analysis

Previous discussions also included variations of a SWOT analysis. The group identified there had been significant change since the last discussion in 2013 particularly internally that a current SWOT analysis was warranted. The chart below identifies the focus questions and results of the analysis from the December 2014 meeting. At the Feb 6, 2016 meeting representatives confirmed the results of the SWOT were still relevant and therefore an update was not required.

<p>Strengths What is working well that you do not want to change going forward?</p>	<ul style="list-style-type: none"> • Geography • Industrial community • Critical mass of artists with similar values • Artist-run • Good gallery space • Exhibiting work • Excellent return on investment (ROI) • Experience/history/legacy • Some recognition by City and partners • Talented and experienced pool of membership • Affiliation with National and International Centres • Financial position • Alternative place to commercial
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	<ul style="list-style-type: none"> galleries • Central location as part of cultural hub • High profile location • Progressive contemporary art • Staff • Stable lease • Volunteers • Solid and diverse partnerships • Known for visible branded events • Branding of organization
<p>Weaknesses What could be working better with some tweaking?</p>	<ul style="list-style-type: none"> • Reputation has decreased • promotion and publication materials – annual report • ambitious programming – reinvigorate membership • understaffed currently • reliable volunteers • organized volunteer program • Board of Directors education – code of conduct – policies and procedures orientation • Board of Directors representative of membership • Membership recruitment and engagement • Media relationship • Influence in socio-political systems • Use of modern technology – for communication, website, sponsorship, organization effectiveness/efficiency • Member benefits – retention • Committee development
<p>Opportunities What opportunities are being presented and what new directions does Artcite want to take?</p>	<ul style="list-style-type: none"> • Sponsorships • Retail space • Revitalization of downtown – students • Cultural worker mentorships • Influence/advocate with Cultural Department of City of Windsor (i.e. Public Art Committee) • Leadership role – education – at local, provincial and federal levels • Flexible organization that can respond to funding requests – community-engaged experience • Increase partnerships
<p>Threats What are some of the barriers/challenges that must be overcome going forward?</p>	<ul style="list-style-type: none"> • State of grant funding provincially, federally and private sponsorships • Potential for lawsuit • Economic climate • Apathy • Staffing situation

	<ul style="list-style-type: none"> • Competition from similar groups for funds • Indifferent community – hard sell • Lack of media interest in organization
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4.0 Strategic Planning Pillars

A focus of the December 6 meeting was to finalize values, mission and vision for the organization. These are the pillars or foundation for strategic planning and also act as central communication and marketing tools to stakeholders.

a) Values

The concept of core values was stressed. These are values, guiding principles or beliefs that will not be comprised in terms of actions, decisions and interactions within the organization. The following are the core values and defining statements relevant to Artcite.

The following core beliefs of Artcite support a culture in which contemporary art is explored and created. We believe in an environment that is:

Artist Run

We are empowered to come together to make decisions and to create, exhibit and experiment in contemporary art.

Social Engaged

We recognize contemporary art in all its forms as a way to prod new ideas, thinking and advocacy regarding the evolving social, cultural and political environment in which we live

Inclusive and Accessible

We support a safe place and spaces that encourages participation of diverse local, national and international artists and makes art accessible and welcoming to all

Professional

We commit to the highest level of practices and standards in the operation of Artcite, an artist-run centre.

a) Mission

The mission statement represents the core purpose of the organization. The organization lives its mission through its daily activities. The following is the mission statement for Artcite:

“Committed to advancing the appreciation and creation of contemporary art in the Windsor region”

b) Vision

The vision is a statement that identifies where the organization wants to be at the end of its strategic plan period – in 2019. The vision demonstrates the impact Artcite will have as an organization. It should be achievable and challenge the organization to reach beyond its mission. The vision of Artcite is:

“Advance and stimulate contemporary arts and cultural experiences in the Windsor region”

Some of the concepts that take the vision beyond the mission include the ideas of:

- Advance: advancing the contemporary arts movement
- Stimulate: stimulate the contemporary arts movement through new mediums and experimentation
- Cultural experiences: new ways of developing audiences, being socially engaged through art, new works and cultural workers that will contribute to the economy

5.0 Strategic Areas of Focus

Based on the above SWOT analysis the following areas of focus were identified:

- a) Membership and Volunteer Engagement
- b) Organization Structure
- c) Funding
- d) Program Development
- e) Community Relations (marketing/promotion, partnerships, outreach)

The next step was to take each area of focus and identify the activities that would ensure the organization reach its vision. The Board was asked to identify accomplishments that occurred from 2015 to 2019 that would address the areas of focus. Following the listing of accomplishments the Board was asked to prioritize the activities they wanted to address first. The charts below illustrate the results from the December 2014 meeting. Funding was incorporated into organization structure.

a) Membership and Volunteer Engagement

	Accomplishment/Activity	Frequency	Top Priorities
1.	Organize a volunteer program that recognizes volunteers	2	
2.	Members at-large serve on committees	3	X
3.	Hire a membership/volunteer coordinator	2	
4.	Use technology to simplify membership and renewals	2	
5.	Develop benefits/perks for members	3	X
6.	Target new audiences	2	
7.	Conduct annual survey of membership	0	
8.	Membership directory	0	
9.	Education workshops for members	3	X

10.	Board as ambassadors	1	
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b) Organization Structure

	Accomplishment/Activity	Frequency	Top Priorities
1.	Hire 2 staff – artistic and outreach	7	X
2.	Produce written best practices documents – includes Board orientation	5	X
3.	Update bylaws	1	
4.	Succession plan for board and staff	3	X
5.	Recruitment of Board members	0	
6.	Committee Structure/ Terms of Reference	3	X

c) Funding

	Accomplishment/Activity	Frequency	Top Priorities
1.	Sponsorship recognition package	4	X
2.	Add other sources of stable government funding	4	X
3.	Replace bingo funding	4	X
4.	Endowment fund	3	
5.	Educate politicians/lobbying	4	X
6.	Accept Canadian Tire money or BIA money	0	

d) Program Development

	Accomplishment/Activity	Frequency	Top Priorities
1.	Form solid Program Committee	5	X
2.	Membership directed exhibits	0	
3.	Actively solicit artist's proposals	1	
4.	National recognition for new art	1	
5.	Balance between single exhibits, community-engaged exhibits, offsite programs and digital exhibits	2	X (consolidation of 5. 10. 11. 15.)
6.	Residencies	1	
7.	French translation of materials	2	
8.	Confirmed program year in advance	3	X
9.	Digital venue	1	
10.	Programs that create opportunities	2	
11.	Programs that prod new ideas/address social political issues	2	
12.	Virtual workshops	1	

13.	Partnerships with other art disciplines	0	
14.	We are doing 4 member shows	1	
15.	Member exchanges with other Centres	2	
16.	Retail program	1	

e) Community Relations

	Accomplishment/Activity	Frequency	Top Priorities
	e- newsletter	3	
	Develop media relationships	1	
	catalogues	4	X
	Artcite brochure	5	X
	Annual report	2	
	Website - interactive	5	X
	Cable TV show	1	
	Member directory	0	
	app	1	
	Regain reputation	1	
	Advocate with schools and businesses	1	

6.0 Action Plans

In order to begin the process of action planning, the Board was asked to prioritize the top priorities from above to provide direction to the Board on the priorities in which to action immediately in **year 1**. The chart below lists the priorities that received any votes.

	Priorities	Frequency	Immediate Priorities
1.	Form solid Program Committee	6	X
2.	Hire 2 staff	4	X
3.	Produce written best practices documents – includes Board orientation	4	X
4.	Confirm program year in advance	3	
5.	Website	2	
6.	Artcite brochure	1	
7.	Balance between single exhibits, community-engaged exhibits, offsite programs and digital exhibits	1	

The charts on the following pages are the action plans for the immediate priorities in **year 1**. The Board has conducted a review of the year 1 action plans and determined they were fully implemented. The action plans for **years 2 – 5** have now been added.

YEAR 1 (Completed as of February 2016)

Strategic Area: Organization Structure

OVERALL GOAL: Create an effective staffing structure to support the organization's mission and vision

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME
1. Convene a meeting of the Personnel Committee	Chair/President	December 2014
2. Meet with Administration Coordinator to develop position descriptions	Personnel Committee	January 6, 2015
3. Develop job postings and advertise	Personnel Committee and Admin Coordinator	January 2015
4. Set up interview committee (Personnel, Admin Coordinator and Member-at-large)	Personnel Committee	January 2015
5. Establish screening tool to short list resumes and interview questions	Interview Committee	Early February 2015
6. Short-list applications	Interview Committee	February 2015
7. Conduct interviews/consider second interview	Interview Committee	February/March 2015
8. Offer position to successful candidates	Chair Personnel Committee/Admin Coordinator	March 2015
9. Review, finalize and implement staff orientation process	Admin Coordinator	April 1, 2015

Strategic Area: Organization Structure

OVERALL GOAL: Update governance documents based on best practices for artist run centres and for registered charitable organizations

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME
1. Rename Bylaw Committee to Board Governance and revise Terms of Reference	Bylaw Committee	January 2015
2. Approve Terms of Reference	Board of Directors	January 2015
3. Input hard copy of Board orientation package into electronic format	Admin Coordinator with assistance from volunteers	January 2015
4. Research sample documents from professional associations and other artist run centres	Admin Coordinator	February 2015
5. Prepare an inventory of existing Artcite documents	Admin Coordinator	February 2015
6. Create draft Table of Contents for new Operations manual	Board Governance Committee/ Admin Coordinator	March 2015
7. Approve Table of Contents	Board of Directors	March 2015
8. Assign updating or developing of operations policies and procedures to relevant Committees and/or staff and create a timeline for completion	Board Governance Committee	April – May 2015
9. Review policies and procedures	Board of Directors	May/June 2015
10. Incorporate any changes into final version of operations manual	Board Governance Committee	June 2015
11. Final approval by Board of Directors	Board of Directors	June 2015

Strategic Area: Program Development

OVERALL GOAL: Increase the effectiveness and efficiency of programming at Artcite

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME
1. Identify a Lead (Co-Chair) from the Board for Program Committee	Board of Directors	January 2015
2. Initiate process to solicit Co-Chair from membership	Admin Coordinator	January 31, 2015
3. Form an adhoc committee of the Co-Chairs, Admin Coordinator and Member-at-Large to draft Terms of Reference	Co-Chairs/Adhoc committee	February 2015
4. Approve Terms of Reference for Program Committee	Board of Directors	March 2015
5. Recruit members for Program Committee	Admin Coordinator	March/April 2015
6. Reconvene adhoc Committee to review applications for membership on Program Committee	Co-Chairs	April 2015
7. Approve Program Committee membership	Board of Directors	April 2015
8. 1 st meeting of Program Committee <ul style="list-style-type: none"> • Develop a 2 year schedule of programs • Balance between single exhibits, community-engaged exhibits, offsite programs and digital exhibits 	Co-Chairs	May 2015

Strategic Area: Community Relations

OVERALL GOAL: Increase the visibility of Artcite among members, stakeholders and the community

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME
1. Identify a Chair from the Board of Directors to establish a Community Relations Committee	Board of Directors	April 2015
2. Recruit members for the Community Relations Committee and draft Terms of Reference	Chair/Admin Coordinator	April 2015
3. Review branding and determine if branding requires updating: a) Identify key messages b) Requirements for website c) Need for other promotional materials i.e. brochure and catalogues	Community Relations Committee	May/June 2015
4. If required, establish funding to update branding and website: a) Set aside funds in operating budget, or, b) Seek out grant funding	Community Relations Committee and Board of Directors	July/August 2015
5. Develop a Request For Proposals and distribute to marketing groups/individuals	Community Relations Committee	July/August 2015
6. Review RFPs and meet with short-listed applicants; choose marketing provider and finalize timeline for deliverables	Community Relations Committee	August/September 2015
7. Set up schedule of meetings between Community Relations Committee and marketing provider	Community Relations Committee	September 2015
8. Launch of website and other promotional materials	Community Relations Committee	TBD

YEAR 2 - 5

Strategic Area: Organization Development

OVERALL GOAL: *Implement activities to strengthen the organizational effectiveness and viability of Artcite*

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME (TO START ACTIVITY)				
		Y2	Y3	Y4	Y5	
Strengthen member engagement annually (including a thought bank advisory group)	Board of Directors and Administrative Coordinator	X				
Enhance diversity among Board membership	Board Governance Committee	X				
Develop benefits for being an Artcite member		X				
Strengthen volunteer program		X				
Pursue corporate and foundation donors	Administrative Coordinator	X				
French translation of materials	Administrative Coordinator		X			
Develop on-line retail component			X			
Research feasibility of owning own building for exhibit, retail and café space	Board of Directors				X	
Explore and develop an endowment fund and planned giving program	Board Governance Committee				X	

Strategic Area: Program Development

OVERALL GOAL: Enhance the development of inclusive and accessible programming through Artcote

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME (TO START ACTIVITY)				
		Y2	Y3	Y4	Y5	
Develop annual curated group show that integrate programs with local and external artists which could include Aboriginal artists	Program Committee	X				
Develop annual cross border exchange programs	Program Committee	X				
Develop annual ambitious public art program	Program Committee	X				
Develop student artists' collective among high school and post-secondary students/explore new forms of art that appeal to youth	Program Committee	X				
Re-establish Art Scene program	Program Committee	X				
Develop Artist – in – Residency program (opportunity to partner with University of Windsor downtown visual arts campus)	Program Committee		X			
Develop satellite art gallery spaces	Board of Directors		X			
Re-establish Fahrenheit Show	Program Committee			X		
Partner with local restaurants to do catered art shows	Program Committee			X		
Develop touring curatorial projects with other artists-run centres	Program Committee			X		
Publish experimental audio releases and/or books	Program Committee				X	

Strategic Area: Community Relations

OVERALL GOAL: Increase the visibility of Artcite among members, stakeholders and the community

ACTIVITIES/STEPS	RESPONSIBILITY	TIME FRAME				
		Y2	Y3	Y4	Y5	
Promote awareness in schools, businesses and public venues	Community Relations Committee	X				
Develop schedule of communication activities focused on members		X				
Develop and enhance media relationships	Community Relations Committee	X				
Develop blog as component of website	Community Relations Committee	X				
Collaborate with Arts Windsor magazine		X				
Develop in-gallery schedule of activities for the public	Community Relations Committee		X			
Collaborate with other arts disciplines for events such as Art Crawl and Fashion Show	Community Relations Committee		X			
Develop an Artcite app			X			
Develop podcast series as part of website				X		
Collaborate with local businesses to develop an Arts Street Festival downtown	Community Relations Committee				X	

7.0 Summary

This report outlines a 5 year strategic plan within a framework of three areas of focus: organization development, program development and community relations development. It should be noted that the year 1 action plan was critical for establishing the governance and organizational structures including staffing to stabilize the organization moving forward. The Board of Directors utilized the year 1 action plans to hire new staff, review governance documents such as bylaws and committee terms of reference, established its committees and began its community relations activities.

As a result Artcite is now positioned well to move forward on its year 2 – 5 action plans. Activities within the action plans are either embedded with the Board, a staff person or Committee. More detailed operational plans will be required.

As the strategic plan is a living document, it is recommended that the Board continue to review strategic plan activities at its monthly meetings especially for year 2. In year 3 – 5, a quarterly review may be more appropriate. Having said this if the organization experiences significant changes in its internal or external environment, this would necessitate an immediate review of the plan and corrective action would be necessary.