

We envision a world where artists are economically and socially celebrated!

We exist to pursue resources, opportunities and partnerships that empower artists.

# OPENING DOORS: STRATEGIC PLAN 2019-2024

Strategic Priorities		1embership & Inclusion	Relations Liveliho Gather	od & Inform	ation, Digit	
GOALS		Direct invitation to engage in long-term partnership with under-represented groups	with membership organizations positive e	Communicate resources more effectively; increase awareness of benefits	Increase Seek expertise mentorship to design a capacity of Digital Strategy board, staff and volunteers organizational goals	Increase capacity of organization to implement, monitor and use digital tools  Review all board committees and determine gaps, opportunities and challenges  Streamline granting process; invest funds; develop recruitment strategies
ACTION ITEMS 2019/20	Maintain Subsidies Launch contract generator	Vision boarding resources Inclusive language edits to	Vision boarding DSI Vision boarding CADA-	Vision boarding Communications Plan Board/Staff/Volunteer Skills Assessment	Engage ArtsBC consultancy to identify and build Digital Strategy	Review ED position Assess board committees Plan digital fundraiser Renew Canada Council
Responsibili	ity	2	4	4	2	2
Executive Dire	ector	•			•	•
	Staff	•	•	•		
Board of Dire	ectors		•	•		<b>•</b>
Consu	ltant				•	
Member	rship		•	•		



# OPENING DOORS: STRATEGIC PLAN 2019-2024

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Strategic Priorities	Membership & Inclusion	Relationships, Livelihood & Gathering	Resources, Information, Mentorship	Digital Strategy	Internal Operations
ACTION ITEMS 2020/21	Analyze Subsidies Regional Outreach Assemble Task Forces as needed (Indigenous Programming, Deaf Community, "gig economy" etc)	AB, SK and MB Pursue Sector Innovation Funds to work with CADA-ON Build on defunct Dance	other provinces Build online tool library for diverse practices Activate board, staff and volunteers as mentors. NFP Board Workshops (Health and Safety,	Copyright) Pursue resources to build Digital Strategy as needed	Seek investment opportunities Assess board committees Plan digital fundraiser Renew BC Arts Council
Responsibility  Executive Director	•	•		•	•
Staff		•	•		
Board of Directors					
					•
Consultant					
Membership	<b>•</b>	•	•		
	2	3	2	1	2

## ASSUMPTIONS 2020/21

Executive Director - Jessica Wadsworth

Staff - Deanna Peters (Communications Director) and Meredith Kalaman (TSP Administrator)

Board - minimal term rotations, some on-boarding required

Workshops and Engagements - anticipate increased activity in Alberta, Saskatchewan and Manitoba. Increased workshops for NFP Boards

Subsidies - anticipate slight increase in demand on subsidy programs in keeping with growth. Assess Childcare Subsidy Pilot Program.

Membership - anticipate slight growth in membership, consistent with past regional representation

Revenue - anticipate increase in funding from Canada Council for the Arts and BC Arts Council, increased revenue from financial

investments, increased membership review and increased fundraising revenue.



### **OPENING DOORS: STRATEGIC PLAN** 2019-2024

### **Strategic Priorities**

**ACTION ITEMS** 

Digital Strategy

Internal Operations

2021/22

education initiatives Maintain Subsidies to increase and Digital ! outreach Tools

Phase 1 consultancy with CADA-ON for shared programming

Board/Staff/Volunteer Sponsorship of Safe in Dance program with HDC and ActSAFE.

social media campaign Initiative to hire student Phase 1 Digital Strategy

Strategic Plan mid-way Plan digital fundraiser Review ED position position in AB

Responsibility

**Executive Director** 

Board of Directors

Consultant

Membership

Staff

2

2

4

2

2

**ASSUMPTIONS** 2021/22

Executive Director - Jessica Wadsworth

Staff - Deanna Peters (Communications Director) and Meredith Kalaman (TSP Administrator)

Board - slight term rotations

Workshops and Engagements - anticipate increased activity in Alberta, Saskatchewan and Manitoba

Subsidies - anticipate slight increase in demand on subsidy programs in keeping with growth.

Membership - anticipate slight growth in membership, consistency with past regional representation

Revenue - maintain new funding level from Canada Council for the Arts, increased revenue from financial investments, increased membership review and increased fundraising revenue.



### **OPENING DOORS: STRATEGIC PLAN** 2019-2024

## **Strategic Priorities**

**ACTION ITEMS** 2022/23

Livelihood &

full

Digital Strategy

Internal Operations

Membership level, resources across Assessment of membership, training and duration of Mapping

**Grender Ahalysis** of outreach in AB, and MB range of

Board/Staff/Volunteer **Use tools from Digital** Skills Mentorship Strategy to start

Phase 2: Analyze date from Year 1 Digital

media position through Review student social **Board recruitment** online Digital Fundraiser

statistics

Responsibility

**Executive Director** 

Board of Directors

Consultant

Staff

Membership

2

Connection

3

#### **ASSUMPTIONS** 2022/23

Executive Director - Jessica Wadsworth

Staff - Deanna Peters (Communications Director) and Meredith Kalaman (TSP Administrator)

Board - slight term rotations; board development activity planned

Workshops and Engagements - anticipate increased activity in Alberta, Saskatchewan and Manitoba.

Subsidies - anticipate slight increase in demand on subsidy programs in keeping with growth.

Membership - anticipate slight growth in membership, consistent with past regional representation

Revenue - maintain new level of funding from Canada Council for the Arts, increased revenue from financial investments, increased membership review and increased fundraising revenue.



## OPENING DOORS: STRATEGIC PLAN 2019-2024

Strategic Priorities	Membership & Inclusion	Relationships, Livelihood & Gathering	Resources, Information, Mentorship	Digital Strategy	Internal Operations
ACTION ITEMS 2023/24	Review of Membership procedure and policies	Publish results and implementation of recommendations for CADA-ON partnership project	Assess board, staff and volunteer mentorship initiative	Review engagement statistics from Digital Strategy implementation	Strategic Planning 2024- 2029 Plan digital fundraiser Board Skills Assessment
Responsibility					
Executive Director	•	•	•	•	
Staff					
Board of Directors	•		•		<b>♦</b>
Consultant					
Membership	•		•		
ASSUMPTIONS 2023/24	3	1	3	1	1

Executive Director - Jessica Wadsworth

Staff - Deanna Peters (Communications Director) and Meredith Kalaman (TSP Administrator)

Board - Skills assessment for Strategic Planning 2024-2029

Workshops and Engagements - anticipate increased activity in Alberta, Saskatchewan and Manitoba

Subsidies - anticipate slight increase in demand on subsidy programs in keeping with growth.

Membership - anticipate slight growth in membership, consistency with past regional representation

Revenue - anticipate increase in funding from Canada Council for the Arts, increased revenue from financial investments, increased membership

review and increased fundraising revenue. (New Canada Council multi-year; New BC Arts Council multi-year)

Resources: increase number of resources accessed through Digital Strategy Analysis