

STRATEGIC PLAN 2015-2018

February 1, 2016

Background:

The idea of forming a professional association of arts consultants emerged from discussions amongst a group of consultants in Toronto in the early 2000's. Those Founders (listed on the website) wished to advance excellence and professionalism in the field for the benefit of both consultants and clients alike, with the ultimate goal of improving the organizational health and vitality of Canada's arts sector. From these preliminary discussions, Arts Consultants Canada/Consultants canadiens en arts (ACCA) was established in 2006 as a non-profit organization.

In 2011 the Board of ACCA launched the organization's first strategic planning process and formally adopted the resulting document for the years 2012-15. The plan helped to focus energy on the challenges and opportunities facing ACCA as a membership based collaboration of peers from across the country who had been working since start-up to respond to the needs and opportunities for consulting services in the cultural sector of Canada.

On September 19, 2015, the second strategic planning retreat was held in Toronto, facilitated by Jenny Ginder, ACCA Past President. Participants able to attend in person were: Cheryl Ewing (Kitchener), Anne Frost (East Garafraxa), Keely Kemp, (Toronto) Elizabeth MacKinnon (Ottawa), Jennifer Murray (Toronto), Jerry Smith (Etobicoke), Sandra Thomson (Nanaimo), Carrie Brooks-Joiner (Burlington), Heather Young (Toronto), Lidia Varbanova (Montreal), Lucy White (Toronto) and Signe Barlow, ACCA Administrator (Toronto). The following Board and committee Members were included by conference call during the afternoon session: Paul Gravett (Vancouver), Jenny Mitchell (Ottawa), Terry Schwalm (Saskatoon), Virginia Stephen (Lunenburg), Leslie Thompson (Seachelt), Patricia Huntsman (Nanoose Bay), Sue Harvey (Vancouver), Debra Chandler (Toronto), Kathleen Darby (Ladysmith).

The agenda for the day was to review the mission and vision statements, articulate and discuss key issues, and create a framework for a strategic plan that articulated Goals, Objectives, Strategies, Outcomes and Responsibilities to be delivered by the Board and its four committees – Membership Recruitment and Retention, New Member Review, Marketing and Communications, and Programming.

Core components of the mission and vision statements were discussed at the strategic planning session two new statements were created. A new visual diagram of ACCA and its impact was created.

VISION:

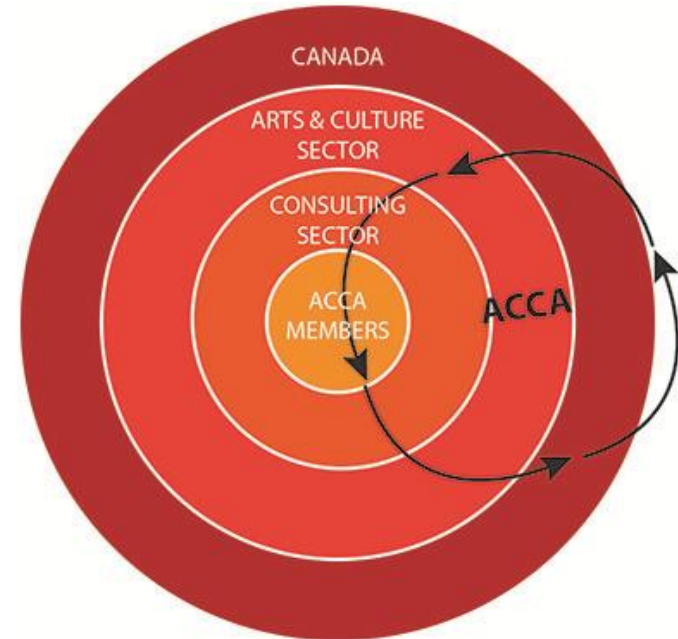
Arts Consultants Canada / Consultants canadiens en arts (ACCA) members are valued contributors in a thriving, creative Canada.

Les membres de Arts Consultants Canada / Consultants canadiens en arts (ACCA) contribuent au rayonnement d'un Canada créatif et florissant.

MISSION:

ACCA strengthens the arts in Canada by connecting a network of experts with Canada's arts community and by encouraging the active exchange of its members' expertise to advance and promote the development of the sector.

L'ACCA renforce les arts au Canada en raccordant un réseau d'expert(e)s au secteur artistique canadien ainsi qu'en encourageant un échange actif d'expertise parmi ses membres pour favoriser le secteur.



VALUES:

ACCA members believe that the arts play a crucial role in the development of individuals and our society. We are committed to:

High professional standards

- consulting with sound principles
- learning from experience to continually improve our performance
- developing our skills and our knowledge of our field through research and professional development

Integrity

- treating all clients and fellow consultants with respect
- upholding principles with regard to confidentiality and conflict of interest
- being fully accountable for time, fees, and expenditures

Leadership

- participating actively to build a strong, supportive arts consulting community
- acting as advocates to address issues that affect ourselves, our clients and the arts sector

The following chart lists the SWOT analysis conducted on September 19, 2015

<p>Strengths</p> <ol style="list-style-type: none"> 1. Quality, experience, reputation of membership (who's who) 2. Membership review process, which separates professional from temporary/hobbyists and professionalizes the field 3. Work opportunities/RFPs 4. Aspiration to be national and diverse 5. Commitment of board esp. President 6. Dependable and responsive admin support 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of recruitment of some established consultants, as well as younger, francophone, geographically and culturally diverse consultants 2. Membership criteria potentially too narrow; viewed as a closed group, standards inhibit consultants from joining esp. younger ones 3. Potential for networking/ collaboration/ dialogue amongst members not fully realized 4. PD webinar technology requires improvement 5. Insufficient info about our members and the broader consulting community
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Actively encourage the exchange of expertise and networking opportunities 2. Continue and increase national dialogue 3. Review webinar delivery 4. Access members for Pro Dev delivery and share revenue 50/50 5. Relationship building with ACCA's stakeholders incl. CPAF, OAC, CC etc. 6. Creative industries as partners 7. We have members who are willing to mentor 8. Become more conversant with ethno-cultural expression 9. Exploit member expertise for research 	<p>Challenges</p> <ol style="list-style-type: none"> 1. Loss/retrenchment of funding programs for organizational development that have supported consulting projects in the past 2. Unstable funding environment for clients, tighter organizational budgets 3. Pressure on consultants to broaden their practice beyond arts and culture 4. Impact of changes in the arts community- generational, cultural and technological- on arts consultancy

ACCA has the capacity for developing professional opportunities (work) for consultants as well as delivering professional development around best practices for members while enhancing clients' ability to find suitable consultants.

The following four goals were established for 2015-18. The first three goals were established in 2013 and continue to be relevant. The fourth goal is new and reflects the need for ACCA to expand revenue sources.

Goal 1: Clients find consultants

Goal 2: Consultants find Colleagues

Goal 3: Consultants find more work

Goal 4: Improved sustainability for ACCA

Delivery

With part-time administrative resources available from the secretariat, ACCA has relied – and will continue to rely – on the time, effort and talent of its committees, made up of both Board members and volunteer members of ACCA.

The first Goal is best seen as external (Clients find consultants)

The next three Goals are best seen as internal (Consultants find colleagues + Consultants find more work + Improved Sustainability for ACCA)

The following **Committee Structure** was re-confirmed:

- Executive Committee: President, Vice President, Secretary, Treasurer
- Marketing and Communication Committee (MCC)
- Programming Committee (PC)
- Membership Recruitment and Retention Committee (MRRC)
 - With sub-committee Membership Review Committee (MRC)

Strategic Work Plan 2015-18

Goal 1: CLIENTS FIND CONSULTANTS – Connect Clients with Ethical & Effective Consulting			
MARKETING AND COMMUNICATION COMMITTEE: Raise awareness of ACCA and its members with potential clients			
Strategy	Outcomes	Responsibility	Timeline
Create a Communications Plan (ACCA institutional marketing)	Increased awareness leading to increased profile and recognition as a contributor to the sector	MCC	Winter 2015-16
Continue updating website with content from members	A more user-friendly, informative and useful website	MCC	Ongoing
Search engine optimization for website	Top ranking for ACCA when clients search for consultants	MCC	Ongoing
Update ACCA “press kit” of downloadable information and items for members (e.g. Code of Conduct, ACCA logo, etc.)	Easier access to basic ACCA info and logo for members.	Administrator	Once per year
ACCA members asked to provide PRO DEV workshops/seminars/e-bulletin content	Promotion for ACCA members and their work	MCC	Ongoing
Membership asked to include ACCA logo, tag line and Code of Conduct in their signatures, websites and proposals.	Promotion for ACCA, brand awareness	MCC	Once per year
Establish/strengthen partnerships with select other national organizations	A list of potential partners for ACCA	MCC	Ongoing
Enhance Linked in and Facebook presence	Promotion for ACCA, brand awareness	Administrator	Ongoing

Goal 2: CONSULTANTS FIND COLLEAGUES – Increase Networking + Knowledge Exchange Among Consultants			
PROGRAMMING COMMITTEE: Offering accessible content in a variety of formats from a variety of sources			
Strategy	Outcomes	Responsibility	Timeline
Review PD model: obtain content from members and others split revenue 50/50	All offerings are accessible digitally across the country	PC	Quarterly
Become a content provider/curator to other PD/Webinar deliverers	Increased PD offerings for members and arts sector	PC	Ongoing
Survey members to see if there is interest in a Conference. If yes then create Conference Committee and plan first joint conference 2017	First national gathering of ACCA members in conjunction with another national association in 2017	PC	Survey Feb 2016 Start planning spring 2016 if response positive
Seek opportunities for collaborations and partnerships	Increased PD offerings for members and arts sector	PC	ongoing
MEMBERSHIP RECRUITMENT AND RETENTION COMMITTEE: Offering Members opportunities to meet each other and promote their services			
Strategy	Outcomes	Responsibility	Timeline
Offer regional Knowledge Exchange events: Vancouver, Ottawa, Toronto, Montreal, Atlantic Region	Face-to-face, peer-to-peer meetings where members can meet other members and recruit new members Electronic gatherings OK if face-to-face isn't possible	MRRC	Twice per year in each region
Distribute one-pager to promote ACCA to potential members - Ask members to get new members - Board member challenge	Increased membership, increased organizational sustainability	MRRC	Spring campaign each year
Develop strategy to reach under-represented potential members: e.g. Francophone consultants, emerging consultants	Strengthen engagement between members, attraction of new members	MRRC	One event per year
Conduct surveys to determine membership profile and membership needs	Responsive association that knows it's members and delivers services they want	MRRC	Twice per year
Membership Review Sub-Committee – reviews applications and makes recommendations to the Board for approval	A growing membership that reflects the changing face of Arts Consulting Practice	MRC	As required

Goal 3: CONSULTANTS FIND (MORE) WORK – Increase professional opportunities for consultants			
SECRETARIAT: Providing the administrative support to ensure members hear about opportunities and clients can find ACCA consultants easily			
Strategy	Outcomes	Responsibility	Timeline
Obtain RFPs from <ul style="list-style-type: none"> . all CPAF members . Creative City Network members . Art Service Organizations . Other national/regional organizations (OMDC, CHRC, etc.) 	Increased number of RFP's posted Members get more work	Administrator	Ongoing
Notice to ACCA members re: sharing RFPs	Increased work opportunities and members' networking	Administrator	Ongoing
Membership roster maintained and updated	Website current	Administrator	Ongoing

Goal 4: INCREASED SUSTAINABILITY FOR ACCA			
INVOLVES ALL COMMITTEES AND SECRETARIAT:			
Increase membership to 85 by Sept. 2018. Average 5 new members per year.			
Increase membership dues. Generate ad revenue.			
Increase profile from Marketing, Programming and Conference 2017.			
Strategy	Outcomes	Responsibility	Timeline
Develop a Membership Dues schedule that is more in line with other professional associations and includes different categories	Increased revenue from annual membership dues	Board	Winter 2015/16
Manage annual membership renewal process including invoicing and reminders	Increase revenue from annual membership dues	Administrator	Ongoing
Source advertisers for website, Exchange newsletter/bulletins, other offerings	Increased earned revenue	MCC	Ongoing
Review membership criteria, review membership applications, make recommendations to board for new members	ACCA membership reflects changing cultural milieu	NMRC	Ongoing
Plan and deliver a conference with a break even budget	Raise profile, network with other arts professionals and secure sponsorships	Conference Committee	Spring 2017

The Strategic Plan was approved by the Board at the February 9, 2016 meeting. It will be distributed to members and posted on the website. It will be updated annually and a new plan undertaken in the fall of 2018.

BUDGET PROJECTIONS 2015-18

	Projected	Projected	Projected	NOTES
	2015-16	2016-17	2017-18	
<u>EARNED INCOME</u>				
Donations (non-receiptable)		100	100	cash and/or gifts in kind
Sponsorship/ad revenue		1,000	2,000	ads on website and e-exchange
Conference Fall 2017 Registration fees			12,500	50 delegates x \$250
Conference 2017 Grants and Sponsorship/Ad revenue			2,500	Event sponsor/program ads/ grants
Regular Programme Registration Fees	1,000	1,100	1,200	after 50/50 split with content provider
TOTAL INCOME	1,000	2,200	18,300	
<u>EXPENSE</u>				
Administration				
Secretariat Time Related to Admin & Membership	2,600	2,700	3,000	
Bank Service Charges/Pay Pal	360	400	425	
Telephone	350	400	400	
Board travel/AGM meeting costs	965	1,000	1,000	
Website hosting	500	500	500	
Dues, fees, licenses	550	600	600	
Office Supplies, postage, printing	400	500	600	
Total Administration Expense	5,725	6,100	6,525	
Marketing and Communications Committee				
Secretariat Time Related to eExchange	1,000	1,100	1,200	
Website Development	2,000	200	200	website updates & maintenance
Ad purchases and Sponsorships		1,500	2,500	ie: Creative City Network & Others
Translation costs	2,000	2,500	3,000	
Total Marketing and Communications Expense	5,000	5,300	6,900	

Programme Committee				
Secretariat Time Related to Programmes	600	700	800	Programmes budgeted to break even
Venue, Technology, Supplies	400	500	600	
Conference Fall 2017 Facility/promotion/meals/content			15,000	Conference 2017 budgeted to breakeven
Total Programme Expense	1,000	1,200	16,400	
<hr/>				
TOTAL EXPENSE	11,725	12,600	29,825	
<hr/>				
NET LOSS prior to membership dues income	(10,725)	(10,400)	(11,525)	
<hr/>				
MEMBERSHIP DUES				Projecting small membership growth
2015 = \$100 2016=\$150 2017 = \$160	7,600	12,000	13,600	76 members/80 members/85 members
NET INCOME	(3,125)	1,600	2,075	
<hr/>				
ACCUMULATED SURPLUS	800	2,400	4,475	Dues increase allows ACCA to accumulate operating surplus by 2018
<hr/>				
OTHER NOTES				
Total Secretariat/Consultant Contract billing increased in 2015 to 20 hours per mth. maximum	4,200	4,500	5,000	\$21 x 20 hr/mth 2015-16 \$22x 20 hr/mth 2016-17 \$23 x 20 hr/mth 2017-18