



## **ACCA Strategic Plan 2021- 2026**

### **Who we are:**

Arts Consultants Canada / Consultants canadiens en arts (ACCA) is Canada's national professional association of qualified arts consultants guided by a code of conduct and professional standards. Since its founding in 2006 as a non-profit membership-based organization, ACCA's members have been supporting Canada's arts and culture sector through a national community of practice that provides services to members, clients, and the cultural community.

**Overarching vision:** A vibrant and sustainable Canadian arts and culture sector.

### **Mission:**

As a national community of practice, the ACCA membership provides informed strategic and technical advice while working collaboratively to increase the value it brings to Canada's arts and culture sector.

### **What we do:**

The organization assists its membership by:

- Providing a code of conduct for professional consulting practice
- Facilitating networking among professional arts and culture consultants
- Offering professional development, shared learning, and mentorship
- Promoting and building a strong, supportive arts consulting community

### **ACCA values:**

#### **High professional standards and integrity**

- Consulting with sound principles based on a formal code of conduct
- Upholding principles with regard to confidentiality, independence, and conflict of interest
- Treating all clients and fellow consultants with respect
- Being fully accountable for time, fees, and expenditures

#### **Diversity and inclusion**

- Building strength and capacity by celebrating our many differences, values, and voices, and including them in practice
- Promoting ongoing learning and development in the areas of equity, diversity, inclusion, and accessibility so that we can apply an "equity lens" in all areas of our business

## **Progressive/innovative approaches**

- Improving professional competencies through learned experience to continually improve our performance
- Developing our skills and knowledge of our field through research and professional development
- Being open to new opinions, new ideas, and new approaches to achieve successful outcomes

## **Collaborative leadership**

- Working with each other and other arts service organizations to act as advocates to address issues affecting ourselves, our clients, and the Canadian arts sector

## **ACCA aims to play an increasingly vital role in the strategic advancement of the Canadian arts and culture sector between 2021 and 2026 with:**

### **1. An increased member value proposition**

- Cultivate a more diverse membership (geographically, field of practice, bilingual, BIPOC, age, etc.)
- Revisit membership categories and definitions to be more open to part-time practitioners, firms and others
- Encourage and develop the next generation of arts consultants
- Develop a team consulting model / increase team consulting
- Increase the profile of the association and its membership

### **2. Greater valuation of professional consultants by the arts sector**

- Increase awareness and promote the value of consultants to the sector
  - a. funders
  - b. client organizations
  - c. build on leadership shown from LEAN initiative, to show our value
- Create and share a guide on how to access funding in order to hire consultants

### **3. Consistent and relevant professional development and mentorship**

- Offer frequent professional development (PD) activities
  - Based on current, leading practices and trends
  - Provide membership with a list of PD offerings by ACCA and others
  - Partner with other PD delivery organizations
  - Look to own membership to give presentations
- Offer networking opportunities both nationally and regionally
- Create formal mentorship opportunities

### **4. Solid organizational capacity**

#### **a. Adequate human resources**

- i. Work toward engagement of a full-time staff person
- ii. Clear process for members to contribute to ACCA work

- iii. Increase committee effectiveness to take on tasks
- iv. Involve arts admin students/interns

**b. Consistent communications**

- i. Have a clear message regarding our value propositions to promote membership and services
- ii. Develop a communication plan and profile of our strategic priorities, values
  - 1. Capacity to communicate in French
  - 2. Need a plan for implementing messaging
  - 3. Need a website overhaul to make our value is highly visible
- iii. Revise the consultant directory

**c. Increased financial resources**

- i. Create a Revenue Development Committee to increase financial support
- ii. Aim to secure operating funding in addition to sponsorships and project funding
- iii. Bring in self-generated revenue from professional development sessions
- iv. Explore new membership fee structure (e.g., supporting membership)

**THREE-YEAR ACTION PLANS TO IMPLEMENT THESE PRIORITIES – TO COME FROM COMMITTEES**