

2011/12 Business Plan - Summary
Community Arts Council of Greater Victoria

July 15, 2011

Prepared by:
CACGV Board of Directors

Executive Summary

- The 2011 Business Plan is a template for CACGV activities from July 1, 2011 to June 30, 2012. Monitoring and evaluation of this plan will inform a 5 year Strategic Plan.
- CACGV adopted a new business model, in response to fiscal concerns and community needs.
- CACGV is diversifying funding sources and exploring self funding opportunities (e.g., pursuing other grants and donations, and cost recovery for services, etc.). Additional income will be focused on program delivery.
- CACGV's relocation to the Arts Centre at Cedar Hill significantly reduces overhead costs, provides a much broader range of onsite support services for the arts community, and offers cost recovery opportunities for CACGV.
- The Board of Directors has evolved to a working board, to better understand day to day operations, and to direct change management. In 2011/12 improved administrative systems, specialized staff, contractors and volunteers, enhanced Board capacity and expertise through recruiting and training, review of Board roles and bylaws, and Board Committees will be put in place.
- Program delivery in 2011/12 will occur at venues throughout Greater Victoria, and includes a number of new programs for all arts disciplines (e.g., written, performance, visual, and media arts).
- Community engagement will be accomplished by active participation in local government planning, an expanded communications program to inform and engage members and the community, and efforts to expand our network of partners in delivering arts services.

Organizational Background

The Community Arts Council of Greater Victoria (CACGV) was established in 1966, as a registered under the BC Societies Act as a non profit charitable organization, serving the Victoria, Esquimalt, Oak Bay and District of Saanich communities. CACGV is a pioneer member of a network of Community Arts Councils throughout British Columbia.

The operating environment for CACGV has changed over the past 45 years in terms of the artistic and cultural needs of the community, and the administration and program delivery has evolved accordingly.

Economic issues over the past few years, including the re-profiling of Provincial Gaming funds, and the slowdown in global economies challenged arts and cultural organizations. These factors became the catalyst for re-examining our operations and program delivery, and adoption of a new operational model to meet the needs of the Greater Victoria arts community.

The Business Plan reflects responses to changes in our operating environment, insights from other community organizations, and benefitted from input of CACGV members as well as from the Victoria Foundation, Arts BC, and Volunteer Victoria.

Financial Background

CACGV's 2010/11 Fiscal Year, which commenced in July 2010, presented challenges which demanded immediate action by the Board. The most urgent of these were budgetary, to mitigate the effect of funding cuts of the previous year and to address incurred deficits. While CACGV was fortunate in having reserves from bequests, these were being drawn down to cover two years of deficits. A detailed analysis of revenues and expenditures, led to the introduction of a series of measures which sought to reduce operating costs while still maintaining important services.

Gallery hours were reduced, office expenses were cut, staff attrition and reduced hours shrank the payroll. Board members picked up some of the workload. responsibilities were taken up by Board members and short term contractors. Detailed analyses of revenues and expenditures, and program delivery were undertaken in advance of every decision..

The 2011/12 budget reflects a move to project based accounting, diversifying funding sources and exploring self funding opportunities (e.g., cost recovery, donations, fundraising, etc.), and partnerships with other community and arts organizations. Overhead costs for CACGV have been reduced by more than 50%.

The Community Arts Council of Greater Victoria has recommitted itself to thoughtful member oriented and relevant programming through partnerships and renewed community involvement, and this is reflected in our Business Plan for 2011.

Vision/Mission and Guiding Principles

The CACGV Board has developed a Vision, Mission and Guiding Principles which are the foundation for the 2011 Business Plan.

VISION

Foster and encourage artistic and cultural development in the Greater Victoria area.

MISSION

Increase citizen enjoyment and participation in local arts and cultural activities through leadership, program delivery and partnerships. The fostering of interest and pride in the arts and cultural heritage of the community through programs and activities that stimulate, encourage, develop and enlist public interest and understanding. To further promote the work of cultural groups and to attract the attention of civic and provincial authorities to the cultural needs of the Greater Victoria area.

GUIDING PRINCIPLES

Collaborative	working with members, partners and community
Proactive	responding to members, partners and community
Leadership	advancing arts and culture
Efficient	delivering services and programs
Service-oriented	providing quality service to members, partners and community
Engaging	reaching out and responding to all arts disciplines in the community
Financial Security	diversifying outside and self generated funding sources
Professional	activities are effectively delivered and in a business-like fashion

2011 Business Plan Goal Overview

The CACGV Board has focused on a number of Strategic Goals for our 2011 Business Plan. An overview of these Goals is provided in the following paragraphs, with more specific information in Appendix A.

CACGV's Strategic Goals for 2011/12 are to:

- Implement Strategic Planning Framework
- Establish Responsive Fiscal Management
- Deliver Effective and Appropriate Programs
- Implement Outreach and Effective Communications
- Expand and Engage Membership
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- Establish Professional and Flexible Human Resources
- Enhance Board Capacity and Expertise

These are critical success indicators for 2011/12 operations and program delivery.

Strategic Goal: Implement Strategic Planning Framework

The 2011 Business Plan will guide Fiscal and Operating decisions. Progress will be monitored and evaluated, and form the basis for a five year Strategic Plan.

Strategic Goal: Establish Responsive Fiscal Management

During 2010/11, CACGV implemented a number of cost savings and revenue recovery decisions addressed recent years' budget deficits. In 2011/12 CACGV will complete this and fully implement procedures to monitor revenues and costs on a project basis, establish a Finance Committee, and pursue a diversity of funding opportunities. Specific deliverables in 2011/12 are: finalizing a cost recovery formula for services, reviewing member fees, implementing project-based funding, formalizing fundraising and donation programs, and explore arrangements for shared program funding with other organizations.

Strategic Goal: Deliver Effective and Appropriate Programs

The 2011/12 programs include activities for a range of arts disciplines: visual, written word, performance (dance, music, theatre), and media arts. CACGV will expand visual arts venues, introduce new activities such as: Professional Development workshops for artists (topics: Business of Art, Grant Writing, Income Tax Issues in the Arts), launch a Speakers' Series (4 events), create an Artists in Residence program. CACGV will expand its network of partners for delivering arts initiatives (e.g., Greater Victoria Public Library, Victoria International Airport, Bay Centre, and Monday Magazine).

Strategic Goal: Implement Outreach and Effective Communications

CACGV will implement a comprehensive communications strategy to ensure CACGV members are informed and engaged in arts and cultural activities. This will include website improvements, re-launching email distribution of information and a periodic newsletter, collaborating with City of Victoria and Capital Regional District arts communications, social media, and continued engagement in the web based Victoria Arts Live program. In addition,

CACGV will be an active participant in community events (e.g., Culture Days), and government planning regarding the arts.

Strategic Goal: Expand and Engage Membership

The focus is on reconnecting with existing members and increasing membership by 15% by June 2012. This will be supported by enhanced communication, delivering relevant programs and services, reviewing our membership fee structure and benefits, actively seeking member feedback on existing and new services, and encouraging volunteer support.

Strategic Goal: Establish Professional and Flexible Human Resources

CACGV will secure specific expertise under contract for administration and program delivery, under the direction of a working Board. An office administrator/bookkeeper, and program coordinator will be taken on immediately supplemented by other specific, and shorter term assignments.

Strategic Goal: Enhance Board Capacity and Expertise

A Nomination Committee will be established to identify Board members based on: expertise, arts disciplines, and demographics for consideration at the Annual General Meeting in October 2011. The incoming Board to take part in Board Development training offered by the United Way/Volunteer Victoria. CACGV By-laws and Board job descriptions and committee structures will be updated during 2011/12. This will create a range of levels of engagement – as volunteers, committee members, and Board Members.