

**FREDERICTON ARTS ALLIANCE  
STRATEGIC PLAN**

**February 2 and 10, 2008**

## **1. Considerations and Concerns - Group Brainstorming**

The Board was asked to identify any external or internal situations that may affect the implementation of the strategic plan initiatives. They were asked to list these considerations in order to use them as a reference in their discussions during the working session. Below are their responses to the questions: *“What do we need to take into consideration when deciding about the strategic plan? What internal or external situations might affect it?”*

### **CONSIDERATIONS, CONCERNS and IMPACTS**

- New provincial organization
- Competition for funding
- Less activity and programs the less funding we can apply for
- Public awareness - people don't know who we are
- Public perception of the Arts as non-profit, volunteer run and not needing resources
- Confusion about our name and acronyms - with other alike organizations (FAL)
- Initiatives of other Arts organizations
- Individual artists
- Technical "illiteracy" in Arts community
- Limited resources
- Government influence - policy changes, funding regulations
- Business community
- Evolving technology in the Arts
- Community perception of our role
- Misunderstanding of how non-profits work and their needs
- Non profit task force
- Diversity of Arts community - board diversity
- Membership
- Demographics of the community we live in - its support for the Arts, community culture
- Lack of media involvement
- FAL Inc - distinction between us and them

## 2. Organizational Purpose

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The Board identified the following as the organizational purpose of the Fredericton Arts Alliance based on individual responses to the questions “What is our purpose? Why are we here?”

### PURPOSE STATEMENT

***Fredericton Arts Alliance – “A strong voice for the Arts in Fredericton”***

***FAA’s purpose is advocacy for the Arts, awareness of the Arts and the connection of the Arts to community.***

### INDIVIDUAL RESPONSES

#### ***Communication***

- Communicate with artists
- Facilitate networking among artists
- Connect Arts, community and government
- Collaborating, partnering and communicating with others interested in the Arts
- Connecting artists to each other
- Provide an opportunity to dialogue on the Arts – community connection
- Provide links between the Arts, Arts groups and artists
- Connecting artists to their community

#### ***Awareness***

- Creating Arts awareness
- Profile the Arts or at least encourage profile of the Arts
- Heighten the visibility of the Arts in the community
- Raise the profile of artists and the Arts
- Raise awareness of the Arts

#### ***Support***

- Advice to artists (copyright, marketing etc)
- Resources and education for artists
- Venues for artists to work together

## ***“Voice”***

- Voice for artists and arts organizations
- Providing a forum or a united voice for artists
- Membership’s voice
- Creating an unified voice
- Act as a voice in support of the Arts
- Respond to Arts community needs through members

## ***Promotion***

- Promote the Arts in general to the public
- Newsletter
- Disseminate information on the Arts into community
- Publish Arts news
- Arts evenings, Arts news, special events and forums
- Education and promotion, communicating with artists, Arts groups re: activities, events etc
- Links with Arts organizations on activities
- Providing opportunities for artists (casemates)

## ***Lobbying***

- Lobby government(s) for support (5 responses)
- Advocacy
- Lobby those who influence the Arts
- Increase awareness of value of the Arts to community and the needs of the Arts
- Advocate for the Arts in community
- Inform policy makers of importance of the Arts use media to enhance and magnify lobbying effort
- Do research to validate and back up issues we lobby
- Lobbying for funding

## 5. Organizational Vision

The Board developed vision statements based on individual responses to the question "If FAA is a successful, effective organization what would it look like in 2011"?

VISION STATEMENT	INDIVIDUAL INPUT
<p><b>VOICE</b></p> <p>Government, media, the public and the Arts community recognize and listen to FAA as a strong voice for the Arts because it is credible, influential, respected and effective.</p>	<ul style="list-style-type: none"> <li>- We would carry on effective lobbying efforts without hurting our charitable status</li> <li>- The public would be aware of FAA and appreciate its activities</li> <li>- Recognized as a strong voice for the Arts by artists, gov'ts partners, public</li> <li>- Widely known, respected and influential regional organization</li> <li>- Our statements would be credible, people would listen</li> <li>- Recognition and respect from government, community, artists</li> <li>- FAA is a household word</li> <li>- Media will seek us out on matters concerning the Arts</li> <li>- Media would immediately call our president for reaction on issues, budgets</li> <li>- Governments would call FAA before deciding on Arts policy - advisor</li> <li>- Advisor to corporate sector on what activities to support</li> <li>- Participate in creating a strong Fredericton identity because we are a strong part of that identity</li> <li>-</li> <li>-</li> </ul>
<p><b>IMAGE/PROFILE</b></p> <p>FAA is an inclusive Arts organization that reflects, encourages and contributes to the development of Fredericton as a vibrant Arts and Cultural Centre.</p>	<ul style="list-style-type: none"> <li>- Organization that recognizes artists and the Arts in Fredericton</li> <li>- Centre of "excellence" for the Arts</li> <li>- Fredericton truly a haven for artists</li> <li>- Fredericton acknowledged nationally as an Arts centre</li> <li>- Proud of our accomplishments – tooting our horn</li> <li>- What FAA defines as the Arts is broad and includes popular "niche" activities as well as traditional "high" art</li> <li>- NB media see FAA as primary source for information about Arts and artists in the area</li> <li>- Public would distinguish between FAA and FAL</li> </ul>

VISION STATEMENT	INDIVIDUAL INPUT
<p><b>STRATEGIC PARTNERS</b></p> <p>FAA has strategic partnerships that assist us in fulfilling our purpose with provincial and local governments, Arts organizations, business and community groups.</p>	<ul style="list-style-type: none"> <li>- We would have an effective working relationship with new provincial Arts organization</li> <li>- Activities integrated with those of provincial organizations</li> <li>- Partnering with other Arts related organizations to host a conference focusing on the Arts</li> <li>- Partnering with other regions to focus on areas of mutual interest</li> <li>- More time advocating and working cooperatively with governments, business and others that influence and impact the Arts</li> <li>- Partnering with the city and other Arts and culture organizations in the region for Arts related events</li> <li>- Good collaboration with FAL</li> <li>- Collaboration with AAAPNB</li> <li>- Friendly neighbours – inviting other regions to participate in our public offerings</li> <li>- Encourage businesses and community groups to work with and hire artists to use their skills and transferable skills (infiltration of community, more money to artists)</li> <li>- Ensure that businesses and those that make “spin off” money from the Arts contribute to the Arts</li> </ul>
<p><b>SUPPORTING THE ARTS</b></p> <p>FAA is a resource for information, connections and networking for artists and the Arts community.</p>	<ul style="list-style-type: none"> <li>- Artists in Fredericton work more closely together because of FAA in terms of advocating for rights and building partnerships “no artist should feel alone or be alone”</li> <li>- We would be a clearing house for information – a resource for artists and community</li> <li>- Databases of all artists/disciplines</li> <li>- Offering a series of Arts evenings 4 times a year that are put on by the membership as well as the board</li> <li>- We are educating artists in the business of art</li> <li>- Program to promote artists’ work with corporations</li> <li>- Organizing speakers series on the Arts</li> <li>- Outreach to youth</li> </ul>
<p><b>MEMBERSHIP</b></p> <p>FAA has an active, engaged and growing membership.</p>	<ul style="list-style-type: none"> <li>- We have more than 500 paying members</li> <li>- 200 plus members</li> <li>- Active and engaged membership</li> <li>- Significant numbers of artists and Arts organizations involved in FAA</li> <li>- Membership would be coveted as we passed the 250 mark in 2011</li> <li>- 800 members</li> </ul>

VISION STATEMENT	INDIVIDUAL INPUT
<p><b>EXPOSURE</b></p> <p>FAA and consequentially, the Arts have wide spread coverage and public visibility. FAA recognizes, celebrates and honours achievements of individual artists' and organizations that support the Arts.</p>	<ul style="list-style-type: none"> <li>- Two major public events a year that are well attended (over 100 people)</li> <li>- Focus on the need for art in public buildings and in corporate environments</li> <li>- Endorsement by NB artists</li> <li>- Arts reviews and regular column by FAA in the newspaper</li> <li>- Arts "ball" for and with artists – not a fundraiser</li> <li>- Provider of electronic newsletter for region</li> <li>- Our voice would be heard regularly in for a where policy is debated</li> <li>- Website is a key Arts resource accessed by the public on a regular basis</li> <li>- FAA is primary source for information about artistic events in central NB</li> </ul>
<p><b>STRUCTURE</b></p> <p>FAA is a recognized charitable organization that operates with all required resources and a Board that is representative of the community we serve.</p>	<ul style="list-style-type: none"> <li>- Fulltime ED, fulltime website and information officer</li> <li>- FAA board meets 3-4 times a year to set policy</li> <li>- AGM draws 100 people</li> <li>- Volunteer board (10-12) plus professional fulltime coordinator / ED</li> <li>- FAA is one of 4-6 regional alliances</li> <li>- Fulltime staff person</li> <li>- Board fully representative of community cultures</li> <li>- 2-3 staff members</li> <li>- Homes for our valuable projects that are not a strong fit to our purpose and mandate</li> <li>- We are charitable status organization</li> <li>- We have a physical office</li> <li>- Research capacity and use it well and effectively</li> </ul>
<p><b>FINANCE</b></p> <p>FAA has sufficient resources and is financially stable.</p>	<ul style="list-style-type: none"> <li>- Effective, well funded organization</li> <li>- Stable funding (3-5 years)</li> <li>- Financially sound/stable</li> <li>- With charitable status we will have financial support from various businesses and other donors</li> <li>-</li> </ul>

## 6. Organizational Gaps and Strategies

The Board identified gaps between the present state of the organization and their vision statements. To be more effective, the group decided to consolidate “voice”, “image” and “exposure” vision statements under the vision category “communication”. The Board then developed strategies based on responses to the question “*What are strategies that could close the gaps?*”

VISION STATEMENT	GAPS	STRATEGIES	PLACEHOLDER(S)
<p><b>COMMUNICATION</b></p> <p><b>Voice</b> Government, media, the public and the Arts community recognize and listen to FAA as a strong voice for the Arts because it is credible, influential, respected and effective.</p>	<ul style="list-style-type: none"> <li>▪ No direct research documented by us</li> <li>▪ our press releases are to announce events only</li> <li>▪ Low response to events by media</li> <li>▪ Our links to audiences are not formal</li> <li>▪ We are not creating or seizing opportunities for speaking</li> <li>▪ No PR/Communication plan</li> <li>▪ Protocols, strategies for publicity not in place – we tend to reinvent each time</li> <li>▪ Media doesn't know who we are and don't use what we send them</li> <li>▪ Not well known in an “advisory” capacity</li> <li>▪ We are perceived as a “small” organization.</li> </ul>	<ol style="list-style-type: none"> <li>1. Obtain available research information</li> <li>2. Link our website with other research sources</li> <li>3. Do local and regional research</li> <li>4. Create a research committee to gather, organize store and disseminate to members</li> <li>5. Develop our website – interactive, access to dynamic forms, calendar of events, on line directory of artists, arts organizations</li> <li>6. Use statistics and research to promote FAA</li> <li>7. Create a communication plan</li> <li>8. Create an advocacy plan (key messages, issues)</li> <li>9. Develop an awards program</li> <li>10. Identify tangible activities that will make us visible.</li> <li>11. Participate in Fredericton's “cultural centre” initiative</li> <li>12. Get involved in Fredericton's “Capital Commission” initiative</li> <li>13. Use our full name in and on all our communications, conversations, business dealings</li> </ol>	<p><b>Katie</b></p> <p><b>Russ</b></p>
<p><b>Image/ profile</b> FAA is an inclusive Arts organization that reflects, encourages and contributes to the development of Fredericton as a vibrant Arts and Cultural Centre.</p>	<ul style="list-style-type: none"> <li>▪ We are not included in city events, calendars etc</li> <li>▪ We are not actively requesting to be involved with city</li> <li>▪ We are not engaged with all cultural groups</li> <li>▪ We are dealing with a perception of “intangible” issue versus a tangible one</li> <li>▪ Fredericton is not known as a centre for the Arts locally, provincially or nationally</li> <li>▪ People don't know what our acronym “FAA” means, they confuse it with “FAL”</li> <li>▪ We don't “toot our own FAA horn” – we are usually promoting the Arts</li> <li>▪ We are not doing the actions that make us publicly visible</li> <li>▪ People do not perceive us as a necessary service</li> <li>▪ We don't have communication resources (money, people)</li> </ul>	<ol style="list-style-type: none"> <li>14. Become visible - do. talk, share</li> <li>15. Develop and implement an events program to raise visibility</li> <li>16. Develop and implement a Public/Corporate Art program</li> <li>17. Develop and implement a PR plan</li> </ol>	

<p><b>Exposure</b>          FAA and consequentially, the Arts have wide spread coverage and public visibility. FAA recognizes, celebrates and honours achievements of individual artists' and organizations that support the Arts.</p>	<ul style="list-style-type: none"> <li>▪ We are underexposed.</li> <li>▪ Our events don't draw and give us visibility</li> <li>▪ We don't openly and formally acknowledge or celebrate artists</li> <li>▪ No program to connect the Arts to the public or business</li> <li>▪ Our website is not accessed by people</li> <li>▪ We lack "branding" and positioning in the community</li> </ul>		
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VISION STATEMENT	GAPS	STRATEGIES	PLACEHOLDER(S)
<p><b>STRATEGIC PARTNERS</b></p> <p>FAA has strategic partnerships that assist us in fulfilling our purpose with provincial and local governments, Arts organizations, business and community groups.</p>	<ol style="list-style-type: none"> <li>1. There isn't a provincial organization that reflects us yet.</li> <li>2. Our links to provincial and local organizations are not formal and fully active</li> <li>3. We have minimal connection with corporate and business</li> <li>4. We tend to focus only on relationship that give us money (funders)</li> <li>5. We don't see partnerships as a two way relationship - don't identify what is in it for them</li> <li>6. We have not developed community partners – we tend to do "one off" events</li> <li>7. We are not partnered with other regions – tend to be isolated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Invite our members and members of other Arts organizations to regular series of casual discussion groups (topic focused) – "Arts Cafés"</li> <li>2. Hold a "open house", meet and greet events with other organizations to learn about them and have them learn about us</li> <li>3. Identify and solicit organizations to partner the production of an annual forum</li> <li>4. Publish an annual "State of the Arts" publication – in the fall</li> <li>5. Investigate the feasibility of an Artist Work Program – business hires artists, mentorship, coops</li> <li>6. Investigate the feasibility of a "Community Artist" program</li> <li>7. Determine who potential partners are, how and why they would partner, what we could offer them</li> </ol>	<p><b>Sabine</b></p> <p><b>Karen</b></p> <p><b>Maria</b></p>

VISION STATEMENT	GAPS	STRATEGIES	PLACEHOLDER(S)
<p><b>SUPPORTING THE ARTS</b></p> <p>FAA is a resource for information, connections and networking for artists and the Arts community.</p>	<ul style="list-style-type: none"> <li>▪ We lack research information and “library”</li> <li>▪ We have “basic” network but not fully utilized or developed</li> <li>▪ We offer very small amount of education in the “business” of the Arts</li> <li>▪ We don’t have a strong connection with and between artists – no structured communication method</li> <li>▪ We tend to connect with visual arts and not other disciplines</li> <li>▪ We have minimal youth outreach opportunities</li> </ul>	<ol style="list-style-type: none"> <li>1. Do a member survey to determine “needs” and “wishes” – required resources and what we can offer</li> <li>2. Deliver an awareness campaign to connect with diverse disciplines – focus on a key message that will position us</li> <li>3. Develop a youth program (essay program, mentorship) – partner with FAL?</li> <li>4. Develop an “Artists in Business” education program</li> </ol>	<p><b>Tony</b></p>
<p><b>MEMBERSHIP</b></p> <p>FAA has an active, engaged and growing membership.</p>	<ul style="list-style-type: none"> <li>▪ We lack the communication structures to engage members in two way contact</li> <li>▪ Our membership numbers are too low</li> <li>▪ Individuals don’t have to be a member to receive our services – no “forced” requirement</li> <li>▪ There isn’t activities/ opportunities for members to be “active” in</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop membership services (access to research, publicity, newsletter, featured artists, information centre, “chat room” posting on website etc)</li> <li>2. Develop a membership “participation” program to create activity and engagement</li> <li>3. Implement a membership drive</li> <li>4. Create a membership committee</li> <li>5. Develop member profile model(s)</li> </ol>	<p><b>George</b></p>
<p><b>STRUCTURE</b></p> <p>FAA is a recognized charitable organization that operates with all required resources and a Board that is representative of the community we serve.</p>	<ol style="list-style-type: none"> <li>1. We don’t have “active” committees</li> <li>2. Our Board is doing the work – we need volunteers that are not Board</li> <li>3. Members are not engaged in FAA activities</li> <li>4. We only have one part time employee</li> <li>5. We don’t have charitable status</li> <li>6. We don’t have a physical office</li> <li>7. Our Board doesn’t fully reflect the community demographics (culture, discipline etc)</li> <li>8. Our AGM attendance is only a small portion of members and some from public community</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop an HR plan</li> <li>2. Expand the diversity of the Board</li> <li>3. Recruit more volunteers for committees</li> <li>4. Set up a committee structure</li> <li>5. Obtain a free space for an office (school, arts college, university, church, business)</li> </ol>	<p><b>Maggie</b> (Jennifer)</p>
<p><b>FINANCE</b></p> <p>FAA has sufficient resources and is financially stable.</p>	<ol style="list-style-type: none"> <li>1. We don’t have enough money to sustain or expand</li> <li>2. We are financially unstable</li> <li>3. We don’t have consistent sponsors</li> <li>4. People don’t want to donate without tax receipts</li> <li>5. Some artists find it challenging to afford membership</li> </ol>	<ol style="list-style-type: none"> <li>1. Apply for charitable status</li> <li>2. Create a fundraising committee (events, grants, sponsorships, foundations etc)</li> </ol>	<p><b>Karen</b></p>