



ArtsBuild Strategic Plan Framework

Report from the Strategic Planning Committee

November 12, 2013, updated June 2017

ArtsBuild Strategic Plan

CONTEXT

What is “strategy” and a “strategic plan”?

What is strategy?

- This clip of Michael Porter is instructive for our session



What is strategic plan?

- Strategic Planning is a management tool that helps an organization focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. (Adapted from Bryson's Strategic Planning in Public and Nonprofit Organizations)

Why a Strategic Plan for ArtsBuild?

1. Guide board decision making and management priorities (Framework for Board discussions and decisions on core v. non-core businesses)
2. Set out a path for financial sustainability
3. Build support and confidence from stakeholders, partners and funders
4. Measure success
5. Promote the work of the organization

Objectives for the Strategic Planning Process

1. Engage governance and stakeholders in a critical review on the vision, mission and mandate of the organization and a dialogue on future directions
2. Uncover new ideas and find potential partners
3. Get to the front-lines as much as possible to build buy-in early and identify champions
4. Build the brand and credibility of the organization with the membership, colleague organizations, government and the private sector
5. Communicate the mission of the organization and sell ArtsBuild's value add

Strategic Planning Process



ArtsBuild Strategic Plan

WORKSHOP AND STAKEHOLDER CONSULTATION RESULTS

The key Political, Economic, Social, and Technological opportunities and challenges facing ABO

Political

Opportunities

- IOLP
- Government guarantee
- Provincial election
- Advocacy group needed
- New relationships in government
- ABO trusted partner

Challenges

- Survey fatigue
- Low risk appetites in current environment
- Competing interests
- Perceptions around capacity
- HR constraints
- Limited relationship reach
- Competing ASO messages

Economic

Opportunities

- IOLP
- GO Green
- Sec 37
- Social venture capital
- Supply chain management
- New own source revenue

Challenges

- Gov't fiscal stress
- Low price env.
- Competing similar interests
- Low risk appetite in government
- HR constraints
- Donor competition

Social

Opportunities

- GO green
- Accessibility legislation
- Maintenance of the artistic community
- Municipal org more engaged
- Immigrant and cultural connections
- Aging demo

Challenges

- Audience participation
- Arts services model siloed and broken
- Aging population

Technological

Opportunities

- Sharing training materials to extend reach
- Connecting to digital opportunities

Challenges

- Competing media
- Digital enabling greater content choice
- Free content
- Keeping portal updated and relevant

In 2013, the Board identified 8 hypotheses on the future of the organization to be tested through the strategic planning process

Hypothesis	Findings from Stakeholder Consultations
1. ABO should expand its mandate beyond small and mid-sized performing & visual arts organizations, specifically MCO's and ethno cultural art orgs.	<ul style="list-style-type: none">• Openness to expanding coverage to municipal cultural organizations, small and medium sized museums, and ethno-cultural organizations• A resistance to expanding to include large arts and cultural organizations• There is an expertise need to be filled for municipalities• Questions around capacity to expand at this point in time
2. ABO should become the primary collector and curator of cultural facilities asset data.	<ul style="list-style-type: none">• Organization needs to deliver on the portal• There is a need for tool and templates to support the sector• No direct reference asset condition specific data
3. ABO can become a financial intermediary for arts facilities between government and arts organizations.	<ul style="list-style-type: none">• ABO should be an advocate for its client base, and not a neutral intermediary between government and the sector• ABO need to continue to work on securing access to the IOLP for the sector and also a diversity of other funding and financing tools

The Board identified 8 hypotheses on the future of the organization to be tested through the strategic planning process (cont'd)

Hypothesis	Findings from Stakeholder Consultations
4. ABO can expand its services as a fee-for-service provider to arts organizations.	<ul style="list-style-type: none"> • Stakeholders were supportive of the concept • Not clear that everyone is willing to pay – value still needs to be proven • Municipal organizations are used to paying for services and information
5. ABO can become a granting foundation from an endowment.	<ul style="list-style-type: none"> • The idea continues to survive with a few • Majority do not see this as realistic • Focus on IOLP and other tools to support sector investment in assets
6. ABO's viability can be maximized if it merges with another ASO.	<ul style="list-style-type: none"> • Preliminary staff exploration of the concept • Requires more discussion and consideration from the Board
7. We can achieve success on Infrastructure Funding Tools, particularly the expansion of IOLP, through a concerted campaign during the next provincial election.	<ul style="list-style-type: none"> • General sentiment is that ABO needs to be an advocate for the sector and its facilities • IOLP is important to the sector • Advocacy should be a primary activity of ABO
8. The arts community needs an advocate on facilities.	

1. Develop a municipal client base
2. Become the arts and cultural facilities advocate to government
3. Expand financial and asset management capacity of the sector

STRATEGIC DIRECTIONS

Strategic Frames

ABO is:

1

An entrepreneurial social enterprise committed to the long-term sustainability of arts and cultural facilities owned or used by small and medium-sized arts and cultural organizations

2

Focused on delivering value to its clients and having this value translate into revenue to support the long-term sustainability of the organization

Strategic Frames

ABO is:

1

An entrepreneurial social enterprise committed to the long-term sustainability of arts and cultural facilities owned or used by small and medium-sized arts and cultural organizations

Strategic Direction:

ABO will expand to provide service to municipal, ethno-cultural and indigenous arts organizations

Originating Hypothesis	Findings from Stakeholder Consultations
<ol style="list-style-type: none">1. ABO should expand its mandate beyond small and mid-sized performing & visual arts organizations, specifically MCO's and ethno cultural art orgs.	<ul style="list-style-type: none">• Openness to expanding coverage to municipal cultural organizations, small and medium sized museums, and ethno-cultural organizations• A resistance to expanding to include large arts and cultural organizations• There is an expertise need to be filled for municipalities• Questions around capacity to expand at this point in time
Strategy	Objective
<ol style="list-style-type: none">1. ABO will work with small and medium sized municipalities to support capital infrastructure projects and to inform related policy and programming2. ABO will develop a network of relationships with ethno-cultural arts organizations	<ul style="list-style-type: none">• Develop a focused set of service offerings that will have broad appeal and application to municipal arts and cultural officials and organizations• Become the leading source for arts and cultural facilities benchmarking data to support arts and cultural facilities policy and program funding by municipal, provincial and federal governments• Develop relationships with ethno-cultural arts organizations to make connections and expand ABO's brand and influence

Strategic Direction:

ABO will become the leading facilities advocate with government for small and medium-sized arts and cultural organizations

Hypothesis	Findings from Stakeholder Consultations
<ol style="list-style-type: none">1. ABO can become a financial intermediary for arts facilities between government and arts organizations.	<ul style="list-style-type: none">• ABO should be an advocate for its client base, and not a neutral intermediary between government and the sector• ABO need to continue to work on securing access to the IOLP for the sector and also a diversity of other funding and financing tools

Strategy	Objective
<ol style="list-style-type: none">1. ABO will become the pan-provincial facilities advocacy organization for small and medium sized arts and cultural organizations with the provincial and federal government2. ABO will develop internal and external capacity to inform municipal, provincial and federal policy and program development3. ABO will advocate for the development of a provincial level capital fund	<ul style="list-style-type: none">• Advance sector interests in policy and program development for non-profit arts and cultural facilities in Ontario• Be the leading stakeholder organization to inform government policy and program development• Lead the advocacy effort to pursue a provincial level capital fund through the Government of Ontario

Strategic Direction:

ABO will focus on expanding the financial and capital project literacy and capacity of small and medium sized arts and cultural organizations in Ontario

Hypothesis

1. ABO can become a granting foundation from an endowment.

Findings from Stakeholder Consultations

- The idea continues to survive with a few
- Majority do not see this as realistic
- Focus on IOLP and other tools to support sector investment in assets

Strategy

1. ABO will provide programs and services that help to strengthen the financial and capital project literacy and capacity of small and medium sized arts and cultural organizations

Objective

- Develop partnerships to fund and provide expertise to train the sector on financial and capital project management

Strategic Frames

ABO is:

2

Focused on delivering value to its clients and having this value translate into revenue to support the long-term sustainability of the organization

Strategic Direction:

ABO will expand to provide service to municipal, ethno-cultural and indigenous arts organizations

Originating Hypothesis

1. ABO should expand its mandate beyond small and mid-sized performing & visual arts organizations, specifically MCO's and ethno cultural art orgs.

Findings from Stakeholder Consultations

- Openness to expanding coverage to municipal cultural organizations, small and medium sized museums, and ethno-cultural organizations
- A resistance to expanding to include large arts and cultural organizations
- There is an expertise need to be filled for municipalities
- Questions around capacity to expand at this point in time

Strategy

1. ABO will work with small and medium sized municipalities to support capital infrastructure projects and to inform related policy and programming
2. ABO will develop a network of relationships with ethno-cultural and indigenous arts organizations

Objective

- Develop a focused set of service offerings that will have broad appeal and application to municipal arts and cultural officials and organizations
- Develop relationships with ethno-cultural and indigenous arts organizations to better support their needs around capital infrastructure.

Strategic Direction:

ABO will focus on expanding the financial and capital project literacy and capacity of small and medium sized arts and cultural organizations in Ontario

Hypothesis	Findings from Stakeholder Consultations
1. ABO can become a granting foundation from an endowment.	<ul style="list-style-type: none">• The idea continues to survive with a few• Majority do not see this as realistic• Focus on IOLP and other tools to support sector investment in assets

Strategy	Objective
1. ABO will provide programs and services that help to strengthen the financial and capital project literacy and capacity of small and medium sized arts and cultural organizations	<ul style="list-style-type: none">• Develop partnerships to fund and provide expertise to train the sector on financial and capital project management

Strategic Plan Summary

Mandate

Be a leader on facilities sustainability for Ontario's small and medium-sized arts and cultural organizations through:

EDUCATION - training programs, educational resources, and online learning materials

INFORMATION –for a comprehensive understanding of capital needs & projects

ADVOCACY - innovative thinking to expand government and private sector capital funding and financing support



Vision

Sustained sector capacity and public and private partnerships to support the financial and physical sustainability of Ontario's arts and cultural facilities.



Mission

ABO helps Ontario's arts organizations build, manage and finance sustainable facilities



Strategic Directions

Municipal Client Base

Facilities Advocate to Government

Expand Sector Financial and Asset Management Capacity

The logo for ArtsBuild Ontario features the word "ARTS" in a simple, black, sans-serif font on the left. To its right, the word "BUILD" is rendered in a larger, bold, sans-serif font, with each letter filled with a different color: 'B' is yellow, 'U' is green, 'I' is pink, 'L' is blue, and 'D' is orange. To the right of "BUILD" is the word "ONTARIO" in the same simple, black, sans-serif font as "ARTS".

ARTS BUILD ONTARIO