



THE SMITHERS ART GALLERY

SmithersArt.org | Corner Hwy 16 & Main

STRATEGIC PLAN

2011-2014

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Executive Summary

The Smithers Art Gallery strategic plan was begun in November, 2010. The plan began with the intention of obtaining a grant from the BC Arts Council for badly needed operating funds, especially to increase our managerial time, but it quickly became much bigger. What was increasingly obvious was how much we needed to focus the efforts of not just the Manager, but all of those involved with the Gallery and to actually fully realize its already developed mission and vision statements. Even more apparent was the need to focus and direct the Board members' roles and responsibilities, as well as those of the Gallery's part-time Manager. A strategic plan that encompassed clearly defined goals as well as the strategies to achieve them was obviously needed.

A recent change and addition of many new Board members, including the executive, as well as the third Gallery Manager in less than a year also called for the development and implementation of a strategic plan which would focus the efforts not just of Board and staff, but also the many volunteers upon whom the Gallery relies.

Although the Smithers Art Gallery did not receive the BC Arts Council grant where we had asked for funds to begin our strategic plan as well as its initial phase of implementation, we decided that we really needed to complete the plan and the sooner, the better.

We first began by forming a strategic planning committee to determine the planning process, which was a new learning experience for all. Meeting with the Board over the following 6 months, we got to work, beginning by developing an on-line as well as paper community survey. Using results from the community survey (which also included an internal as well as external component), questionnaires, and interviews, we developed a list of issues preventing the Gallery from realizing its mission and vision. From that we then developed clearly defined strategic goals, as well as the means by which we could achieve them.

This document contains the goals, strategies, plans for implementation, ways in which to measure their success, and timelines for achieving them. The Board will refer to this document (especially the ACTION PLAN) when planning any workshops, community outreach, combining with other community groups, in applications for grants, and in communicating with the public and the volunteers who work hard to achieve our purpose.

Because we did not have the funds necessary to hire a facilitator from outside our organization, we had to do this plan ourselves. The work of our strategic planning committee as well as the Board members must be noted, both for the insight they showed in collecting the data, analyzing it, and coming up with the goals and strategies, as well as the time spent outside of regular Board meetings at evening meetings and retreats. Hopefully this plan will have been worth the work and will provide clear direction and focus in the years ahead.

Organizational Description, Mission and Vision

This year marks the 40th anniversary of the Smithers Art Gallery. First formed by a group of local artists who in 1971 called themselves the Smithers Art Circle, their goal was to get art instructors to give workshops to the group. By the following year, it had a new name, The Bulkley Valley Arts Guild, with a more broad goal of exhibiting local and regional work and a place to practice art through drop-in classes. At that time, the Guild found a home in the “old government building”. The Guild’s name was once again changed that year to the Smithers Gallery Association, after the Guild combined their efforts with the ceramics club.

The Smithers Art Gallery was, and still is, located in the Central Park Building, once housing a courthouse and built in 1925. Centrally located at the foot of Main Street and Highway 16, the Gallery today is striving to be the hub for the celebration of the arts community. Not just confined to the visual arts, the Gallery is striving to celebrate the arts with other arts groups (not just ceramics), including dance and music. We aim to have varied exhibits from a broad range of artists, and not just those in our immediate community. Our calls for exhibits range all over the Pacific Northwest and beyond to include the BC northern and southern interior.

Our Mission Statement

The Smithers Art Gallery’s mission is to foster the development, understanding, and celebration of art in our community through the operation, development, and growth of an exhibition Gallery, and a cultural and educational centre for the visual arts.

The Gallery strives not just to show artists’ talents through an exhibition Gallery, but also to provide educational opportunities through workshops, lectures, and demonstrations for older participants. For children we offer Saturday morning fun drop-in sessions, lessons, and summer art camps.

Our Vision

The Smithers Art Gallery envisions an arts centre where the visual arts and artists are recognized for contributing towards a healthy, vibrant, and creative community.

This past year we introduced a new service to the public: *Christmas in the Gallery*, held for the month of December, was not only an opportunity for local and regional artists to display and sell their wares, but also for the local community to buy unique gifts and contribute to the local economy.

Smithers is a uniquely creative cultural centre for the arts, providing opportunities for musicians, dancers, visual artists, and anyone who has creative ideas. We have exciting plans for the future which involve a variety of projects and activities so

that the Gallery has a more visible presence in the community. We would like have people see the Gallery as an inspirational place in which to meet and learn from others interested in the arts or simply just a place to come in and relax and enjoy the exhibition. We want to provide recognition and support for others in the community such as local businesses, connect with preschoolers to seniors, and have representation from local artists to regional and beyond.

Goals and Strategies: Our Action Plan

The chart in Appendix A forms our action plan. Many of the changes are directed at the year 2011-2012 (mostly because they are very much needed at the present time), but many directions and accompanying strategies continue on for the next year for review and adjustment if necessary. We also are unsure of what resources we will actually receive at this time in order to present the workshops, lessons, and activities we hope to promote. We know we need a full time Manager, but again we do not have the means to acquire that at this time. It is really no surprise that we need the action plan as a guide for receiving increased funding in order to implement the plans outlined in the same plan. We will ask that Board members and the Gallery Manager bring the strategic plan to monthly Board meetings so that we can refer to it and use it as a guide to our planning. Many of the plans are ongoing, but those with a definite timeline we will begin as soon as possible.

Appendix A

Action Plan: Goals, Strategies, Indicators of Success, and Timelines

Goal	Strategies	Measurements of success	Who is responsible	Time of completion
Develop and communicate a clear set of operational procedures that are clearly defined and understood	Develop an Operations Manual in readily available binder as well as electronic version for updating and copying.		Gallery Manager	Completed August 2011
	It would contain:			
	<ul style="list-style-type: none"> • Day-to-day operations of the Gallery including steps involved in preparing for exhibitions (by Sept 2011 and ongoing) including poster-making and contacts, email lists, distribution locations for posters, etc.) 	Anyone (volunteer, Board member or paid staff) can access procedures and policies easily and clearly.		
	<ul style="list-style-type: none"> • Clearly defined roles of staff and existing Board members (before AGM) as well as names of those responsible and contact information 	Information is gathered with clear understanding between parties	Each Board member with specific position	June 2011 (before AGM)
	<ul style="list-style-type: none"> • Define roles of new positions on Board of Directors • A list of exhibitions for the year (as well as all contact names for each exhibit) and completed application forms from exhibitions in print as well as digital versions complete with images and permissions. The application form also asks what kind of instruction may be given in conjunction with exhibit (workshop lessons, lectures, demonstrations, etc.). The form includes background information about the artist and exhibit details so that information is easy for Manager and promotions director to access for publicity purposes. 	Events are regular and ongoing; Manager, Secretary and Exhibitions Director have access to all information.	Exhibitions Director	June 2011 As soon as decisions are made re applicants Sept. 2011 -ongoing
<ul style="list-style-type: none"> • Well-established fundraising events write-ups with instructions, contacts, and timelines, financial expenses and funds raised (Wintergold, Christmas in the Gallery, Diva concert, Midsummer Food Fundraiser, Auctions, etc.) 	Clear, easy to follow steps to take	Funding Committee Fundraising Events Chair	Sept. 2011	

	<ul style="list-style-type: none"> • Programming - how events around exhibits are arranged and contact numbers, such as workshops, lectures, BreakThru Noon, other community outreach, school programs, art camps, etc. as well as pricing structure for programs • Information on regular grants, e.g., Town and BVAC, Grant in Aid, Gaming grants, BC Arts Council, summer student, Wetzin'kwa, Driftwood Foundation, BV Foundation, etc. including instructions and paperwork required • Marketing strategies and contacts, including promotional events to increase membership and attendance at exhibits 	<p>Clear, easy to follow steps to take</p> <p>Grants are applied for in a timely fashion and are relevant to our goals</p> <p>Clear, easy to follow steps to take</p>	<p>Programming Director in consultation with Exhibitions Director</p> <p>Funding Director (Grants)</p> <p>Marketing Director</p>	<p>Sept. 2011</p> <p>Sept. 2011 or before grant deadline - report if successful</p> <p>Oct. 2011</p>
Make sure that agreed-upon policies, operations, and procedures are taking place in a timely fashion	<p>Establish an Executive Committee composed of Chair, (Vice Chair if we have one), Treasurer, Secretary, and another (Manager as suggested in SCSA definition) that coordinates work of other committees, reviews activities and proposals requiring Board approval.</p> <p>Committee acts in emergencies when Board cannot meet and is accountable to Board</p> <p>Recruit new Board members</p>	<p>Issues are looked at and considered thoroughly before being presented to Board.</p> <p>Board decisions are easier and less time-consuming</p>	<p>Executive Committee</p>	<p>Sept 2011</p>
Financial sustainability	<p>Funding Committee (headed by Funding Director, composed of Fundraising Events Chair, Grants Chair, Sponsorship and Membership Chair, and Marketing Director) will set specific fundraising targets (how much money is needed and for what specific purpose) with feedback to and input from the Board.</p> <p>Funds will be obtained by:</p> <ul style="list-style-type: none"> • Grants: <ul style="list-style-type: none"> – Targeted grant applications (ongoing) 	<p>Increased amount of money available to sustain day to day Gallery operations as well as achieve strategic goals</p>	<p>Funding Committee (led by Funding Director- see chair members, left)</p> <p>Funding Committee (Grants Chair)</p>	<p>Begin by June 2011 Completed by December 2012 Reviewed annually</p> <p>Beginning June 2011</p>

	<ul style="list-style-type: none"> • Sponsorship: <ul style="list-style-type: none"> – Setting sponsorship categories and the actual amounts for each category as well as the rationale behind them would be part of the funding strategy – Contact continuing and new show sponsors with letter and contract (\$200 charged for shows beginning in Jan. 2012) • Membership: <ul style="list-style-type: none"> – <i>Corporate</i>: investigate, define, and implement corporate membership of larger companies in community (begun by Sept. 2011) – <i>Individual</i>: define clearly and come up with ideas and implement them to increase regular membership (membership drive with Diva concert, Salmon Symphony and Farmer’s Market), also email reminders – <i>Patron</i>: define, communicate, and provide incentives for patron membership – Continue to have incentives for all kinds of membership, including discounts at selected merchants • Donations: <ul style="list-style-type: none"> – Define what donations can be made, investigate tax deductible gifts, corporate donations • Payment plan 	<p>Increase in number of sponsorships for each show or event</p> <p>All forms of memberships will increase</p> <p>Increase in donations by individuals, small and larger businesses</p>	<p>Funding Committee (Sponsorship and Membership Chair) with Marketing Director</p> <p>Funding Committee (Sponsorship and Membership Chair) Promoted by Marketing Director</p> <p>Funding Committee</p> <p>Funding Committee</p>	<p>December 2011</p> <p>Begun in July 2011 and completed by December 2011, reviewed annually, policy in place by fall 2011</p> <p>Yet to be decided</p> <p>(completed April 2011)</p>
<p>Gallery will form partnerships and collaborate with broader community</p>	<p>Gallery will continue to make contact and form liaisons with Nadina Community Futures, Northwest Community College, other northwest galleries (Prince George, Terrace, Prince Rupert, K’san, Burns Lake Artist’s Guild etc.)</p> <p>Gallery will continue to contact schools by inviting classes to exhibits (posters and email contact)</p> <p>Gallery will continue to rent space for coffeehouses, films, wine tasting and other events to increase opportunities for viewing.</p>	<p>Increased number of organizations making contact with Gallery</p> <p>Increased number of schools attending exhibits</p> <p>Increased number of organizations renting Gallery space</p>	<p>Manager, Programming Director</p> <p>Manager</p> <p>Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

	<p>Gallery will continue to partner with Town (if appropriate) for workshops and children's art camps. Formal written agreement needs to be completed by Gallery Manager and Town Recreation Director.</p>	<p>Children's camps take place each summer and spring holiday break.</p> <p>Use of Gallery space for workshops increases.</p>	<p>Manager</p> <p>Programming Director</p>	<p>June 2011</p> <p>December 2011</p>
<p>Provide visual arts educational opportunities for the broader community</p>	<p>Gallery will continue to be open to school groups accompanied by teacher. Schools, College will receive posters for new exhibits</p> <p>Gallery will ask artists to offer lectures, workshops, demonstrations as part of their exhibitions (will be noted in exhibition application)</p>	<p>Increased number of classes attending exhibitions. Feedback from teachers in guest book Increased number of artists offering educational opportunities during exhibits</p>	<p>Manager</p> <p>Programming Director (in consultation with Exhibitions Director) - will need to consult Funding Committee re costs and payment</p>	<p>In place already and ongoing with each exhibit</p> <p>Ongoing with each exhibit</p>
	<p>Gallery will offer evening classes, workshops in many different mediums for all members of the community on an ongoing basis at either the Gallery or Ranger Park (drawing, painting, sculpture, etc.)</p>	<p>Written evaluation forms from participants, enrolment at workshops</p>	<p>Programming Director (in consultation with Exhibitions Director) - will need to consult Funding committee re costs and payment</p>	<p>Plans in place by Dec of each year</p>
	<p>Gallery will contact seniors (Pioneer Place, The Meadows), preschoolers, daycares to invite them to Gallery exhibitions if deemed appropriate. Could also have on-site (ie, at the senior homes) presentations and/or workshops for seniors – could try Elder College at NWCC</p>	<p>Increased number of special-interest groups seeing exhibitions.</p>	<p>Programming Director</p>	<p>Ongoing with each exhibit beginning fall 2011</p>
	<p>Gallery will contact Smithers Community Services in order to target other interest groups or to see where learning opportunities may exist.</p>	<p>More interest groups are involved in learning at the Gallery</p>	<p>Programming Director</p>	<p>Dec. 2011</p>

	<p>Gallery will offer hands-on learning activities for children in the Gallery or at Town-owned Ranger Park after school or art camps (holidays, summer)</p> <p>Gallery will offer visual art workshops for students in schools</p>	<p>Take attendance for children coming to learning activities</p> <p>Attendance, Evaluation forms filled in by teachers</p>	<p>Programming Director</p> <p>Programming Director</p>	<p>Art Camp July 2011 After school program-discuss by Jan. 2012</p> <p>Sept. 2012 (depending on funding available)</p>
<p>Develop a marketing and promotion plan for the Gallery</p>	<p>Appoint a Marketing Director who heads a committee dedicated to targeting opportunities for marketing and promotion of events (exhibits, lectures, workshops) in the Smithers community.</p> <p>Committee would do the following to communicate services and products offered by Gallery:</p> <ul style="list-style-type: none"> • Contact airport to display featuring exhibition of the month as well as upcoming displays • Contact retail stores, offices, banks, hospital, town hall, coffee shops, restaurants to display artists' work (would also need to contact artists and help to arrange art work for display) • Display at other arts events, such as concerts • Arrange interviews with artist on radio • Write up background on showcasing artists for local newspaper and Gallery newsletter • Chamber of Commerce: Hold an annual membership drive before AGM (see earlier) <p>This work is in addition to established forms of promotion and advertising by Manager, bi-monthly Gallery newsletter, newspapers (Northword, Interior News), email, posters, newsletters, radio (CBC, local network), webpage, Facebook, on-line community events calendars, sandwich board, bulletin board, etc.</p>	<p>Increased attendance at Gallery</p> <p>Increased number of memberships</p> <p>Increased awareness among Town Council members that the Gallery is providing a wide variety of valuable services for the community</p> <p>Annual brochures, bookmarks in library, town hall, tourist information centre, airport, hotels, etc.</p>	<p>Marketing Director (consulting with Exhibitions Director)</p> <p>Secretary continues to write Gallery newsletter, make annual brochures and bookmarks</p> <p>Manager already does this role-but Marketing Director could take on some of these responsibilities</p>	<p>Would begin September 2011 and would be ongoing for each exhibit as deemed appropriate)</p> <p>Sept. 2011</p> <p>Each May</p>

<p>Create and promote a clear brand image (who we are and what we're doing)</p>	<p>Marketing Director will be responsible for better signage for the Gallery, including:</p> <ul style="list-style-type: none"> • A banner or clearly visible sign indicating location of Gallery 	<p>People know where Gallery is located (survey)</p> <p>Increased number of visitors to Gallery</p> <p>Increased membership</p>	<p>Marketing Director</p>	<p>December 2011</p>
<p>Have representation from a greater variety of artists and engage all of our diverse community.</p>	<p>Exhibit invitations identify types of artists (emerging to established, traditional to contemporary, classical to experimental).</p> <p>Gallery will invite more diverse kinds of arts (ie, carving, printing, furniture making, welding, etc.).</p> <p>Gallery has themed shows to target wider groups. Gallery will continue to have multi-media shows where exhibits are combined (ie, ceramics and painting, sculpture and photography, etc.)</p> <p>Gallery will contact colleges where arts are studied in order to encourage emerging artists (Northwest Community College, Frieda Deas School of Arts in Terrace, K'san)</p> <p>Call for exhibits will reach a more diverse group of artists, such as seniors' homes, Smithers Community Services Association, Moricetown, schools, etc.</p> <p>Gallery's call for exhibits could include the area beyond our region in order to increase the variety of exhibitions</p>	<p>Increased variety of shows are exhibited by Galley.</p> <p>Increased attendance at exhibitions</p> <p>Increased attendance at exhibitions</p> <p>Increased attendance at exhibitions. More diverse exhibits</p> <p>More diverse exhibits and audience.</p> <p>More diverse audience. Increased attendance at exhibitions.</p>	<p>Exhibitions Director</p> <p>Exhibitions Director</p> <p>Exhibitions Director</p> <p>Exhibitions Director</p> <p>Exhibitions Director</p> <p>Exhibitions Director</p>	<p>Fall 2011</p> <p>Fall 2011</p> <p>Fall 2011</p> <p>Fall 2011</p> <p>Fall 2011</p> <p>Fall 2011</p>
<p>Develop networking opportunities for artists</p>	<p>Make Gallery setting more attractive and comfortable- easy chairs, music, coffee machine nearby.</p> <p>Ask artists to work on site if willing to demonstrate techniques, give lectures or information about their work. (BreakThru Noon or special evening presentation for members only).</p> <p>Continue to have opening night with wine and food- consider changing openings to run from 6-8 pm.</p>	<p>Greater attendance at Gallery.</p> <p>Good audience turnout.</p> <p>Good attendance at openings.</p>	<p>Marketing Director</p> <p>Exhibitions Director and Programming Director</p> <p>Exhibitions Director</p>	<p>December 2011</p> <p>Fall 2011</p> <p>Ongoing with each exhibit</p>

	Distribute information and marketing and learning opportunities to artist members ad hoc (ie, Nadina Community Futures, NWCC)	Happy artists and those who want information to get to them.	Marketing Director	Ongoing with each exhibit
	Encourage member artists to submit bios and contact details for inclusion in the artist directory on the Gallery website	Increased number of members accessing artist directory on website	Manager	Ongoing with each exhibit
Make the Gallery more accessible and welcoming to the public	Get a new sign for Gallery	Increased attendance at Gallery	Marketing Director	September 2011
	Take advantage of farmers' market- sandwich board near market is clearly visible, kids' workshops held on Saturday mornings, Saturday morning exhibition hours (will need willing sitters until summer student comes unless we change hours to mornings instead of current afternoon hours)		Marketing Director with Manager Manager will contact sitters Summer student (begins June 1, 2011)	May 2011
	Longer Gallery hours one night per week (perhaps Friday) – open from 12- 6 pm.	Increased attendance	Manager	Sept. 2011
	Training for sitters so that they are more knowledgeable and informed about exhibit.			
	Consider relocating & reorienting sitter's desk to be less intimidating/watchdog			
	Keep Gallery door propped open (weather permitting)			
	Improve ramp and access at disabled entrance.			

Appendix B

Description of Strategic Planning Process Used

Strategic issues identified and goals formed

(See also attached flow chart)

We began our strategic planning on January 17, 2011. At the Board meeting held at that time, the Board of Directors voted to go ahead and try to develop a clear and focused plan that would help direct us in what we want to accomplish. We realized that we wanted to move the Gallery forward, but the direction was unclear and we had no idea what would be the most effective means to get there.

We first formed a subcommittee composed of our Gallery Manager, Caroline Bastable, our co-chair Allan Cormier, Graham Thoem, a young man with an arts background new to the community of Smithers and with no specific role yet on the Board, and Poppy Dubar, who volunteered to facilitate the strategic planning process. We first met together on January 21, 2011, and determined how we would first begin getting the information we needed in order to determine our direction. We knew we needed an internal as well as external review to get as much feedback from our community. At this time, we decided to collect information by the following means:

- An external review which included a SWOT analysis (strengths, weaknesses, opportunities, and threats to the Gallery)
- An internal review consisting of a Board/staff questionnaire
- Developing an online and written survey for Art Gallery members and other members of the community to complete

The responses from the survey were collected and are attached to this strategic plan.

The Board and staff (the Gallery Manager) met on the evening of March 1, 2011, to look at the data collected and determine what issues the Gallery was facing. In spite of coming up with many important issues, the committee met yet again to review the external scan and to see if we had given the Board all of the information collected. We realized that they had not seen all the results of the external review, so we decided to meet with the Board and Manager at a retreat on March 27, 2011, to look at this additional information as well as to make and prioritize our goals.

At the retreat on March 27, we started our work by revisiting our mission and vision statement. We then came up with a final version of the strategic issues facing the Gallery, and we prioritized them in terms of importance, timing and feasibility.

Strategic Planning: An Ongoing Joint Board/Staff Process

Environmental (internal and external survey and questionnaires) scan- completed February 2011

Stage 1: First strategic planning meeting- look at results from environmental scan and identify strategic issues (March 1, 2011)

Stage 2: Revisit mission, vision statements; develop value statements; set strategic goals that are SMART and relate directly to strategic issues (March 27, 2011)

Stage 3: Develop key strategies to reach the goals, keeping in mind ideas, strategies, other issues suggested by environmental scan (revisit comments and survey)- may be done by planning committee and presented to board

Stage 4: Develop an action plan that addresses goals and specifies objectives and work plans on an annual basis, board determines roles and responsibilities of board members and staff. Committee and/or staff member develops the written plan to be approved by board. By May 2011.

Written strategic plan that summarizes the results and decisions of strategic planning process and includes procedures for monitoring success is completed by committee member and/or staff with input from the board. (May 2011) Board approved at May 17, 2011 board meeting.

Plan is ready for AGM on June 21, 2011. Plan is monitored regularly with strategies revised and annual objectives developed yearly as environmental (financial, population, board membership, etc.) changes occur. Board will play a critical role in reviewing progress and assuring that strategies are changed and as deemed appropriate.

Strategic issues to be addressed

(after consultation with community members, Gallery members, Board and staff)

- The SAG is disorganized in its operations (we want to go, but are not sure how)
 - Programming is not planned or coordinated
 - Lack of continuity, coordination and communication of Board and management
 - Lack of clearly defined, communicated and understood policies and procedures
- Gallery funding is not predictable, sustainable or reliable
- There is a lack of community partnerships and lost opportunities for additional funding, exposure, marketing
- The Gallery doesn't provide enough educational opportunities for schools and community members
- Marketing and promotion is haphazard
- Gallery doesn't have clear brand image or presence in the community
- *Gallery needs to have a broader representation of artists in the community
- *Gallery needs to find a balance to meet the differing views and needs of artists and the public
- *Gallery needs to clarify its purpose both to ourselves and to the public
- *Gallery needs to target a more diverse community (audience)
- *Gallery is only showing an end product- may need to provide more opportunities for social networking and support of visual arts processes
- *Gallery needs a more accessible and welcoming atmosphere***

(* new ones added at meeting after looking more closely at survey comments)

Next we took these issues and made them into goals to be addressed in our Strategic Plan (see introduction). We worked hard to make sure that the goals were SMART ones (Specific, Measureable, Attainable, Realistic and Timely).

The committee then met again on April 4, 2011, to work on developing the strategies needed to reach our goals.

First we looked at the criteria for strategies- that they:

- target our goals
- are appropriate to our mission, vision and values
- are practical, given our current resources
- are acceptable to Board, staff and members
- will help to increase our financial and operational sustainability
- are timely

Our committee also considered:

- input from the external scan (SWOT)
- input from the internal scan (survey)
- what we are currently doing now that works
- what will be new to our operations and how we will phase it in.

(see survey results in appendixes)

We realized the most important need was for organization, as well as direction and awareness regarding how our budget works and how we target our funds. On April 12, 2011, the Board met again and looked at the table which outlined the strategies in order to achieve our goals and made adjustments (see table in strategic planning goals section). What we also tentatively completed is an action plan (who will do what and when) and how success will be measured.

Next the committee met on May 10, 2011, to review the goals and strategies and finalize the action plan. The first change made was to increase the effectiveness and efficiency of the Gallery by forming an **Executive Committee**, made up of the Board Chair, the Secretary, the Treasurer, and the Manager who could make decisions that need to be made in a timely fashion without the full Board's time and attention. Any decision would then be presented at the following Board meeting.

At this time, we also agreed that we need two additional roles on the Board of Directors. First is a **Funding Director** who, with input from the Board, gives us guidance in how much we need in the way of money, as well as how fundraising is targeted. The Funding Director would oversee a **Funding Committee** composed of a **Fundraising Events Chair**, a **Grants Chair**, a **Sponsorship and Membership Chair** and a **Marketing and Promotions Director** (another new position). These roles as Chairs could be taken on by other Directors or the Manager (if hours are increased) instead of requiring too many additional people to take on the positions.

Finally, the Board met for their monthly meeting on May 17, 2011, and voted to accept the revised and revisited strategic action plan. Some Board members promptly volunteered to be on some of the committees so that we could get started on enacting the plan quickly. Already some grant opportunities had arisen (the Wetzin'kwa grant as well as that from the BC Arts Council) so we began once again on our mission.

Appendix C

Strategic Analysis Data

External Review

From our external survey, we identified the following trends and how they might affect our organization, and ranked them using a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats):

Strengths:

- Art Gallery has been around almost 40 years - almost an institution in town and generally well thought of by the general public.
- Some funding sources are reliable and consistent (hopefully); ie, grant in aid from Town.
- Located beside Farmers' Market running May to Oct., also near Chamber of Commerce, hotels, museum, dance studio; in historic and attractive building, also recently completed renovation making Gallery look very up-market.
- Smithers is a recreational area that serves many travelers, adventurers and tourists, also a strong arts community audience for music, dance, visual arts.
- Generally well supported by the community of artists - help by putting art in fundraising attempts, donations.
- Small businesses help to support Gallery by sponsoring shows.
- Rentals of the space are bringing more people in to the Gallery.
- Stable membership base.

Weaknesses:

- Location at foot of Main St.- poor signage, trees in the way, out of the way commercially.
- May have little "new blood" in the way of volunteers who are consistent and reliable - most are older.
- Grant-based funding almost always excludes operating funds.
- Getting by with little funding, always needing to fundraise.
- Gallery does not represent all interest groups – i.e, aboriginal artwork or involvement.
- Economy not always stable (mining, construction, government cutbacks) so not a well-pocketed audience.

Opportunities:

- Membership development potential, fundraising potential, funding potential, sponsorship potential, corporate donations, Gallery shop potential...
- Working on strategic plan to have more focus, more consistent and relevant programming, exhibitions, fundraising activities and promotional events.
- Have started to work with Town for spring break art camps, summer camps, combining efforts - could expand this further.

- Just received BCAC grant for “Hand in Hand” series of workshops and lectures put on by artists who are showcasing.
- Could be using larger businesses in town for corporate sponsorship.
- Could have a gift shop that helps to support artists as well as raise money for operations.
- Grant from BCAC could result in temporarily increasing managerial hours in order to get things off the ground - target our programming (make them more reliable, consistent and relevant) and exhibiting weaknesses and develop plans to overcome them.
- Have potential to increase membership base by offering incentives (discounts on items, commissions, workshops).
- With the power of electronic communication could further develop website to become an “arts” voice - of communicating artistic events and happenings in Smithers (film, dance, theatre, music, etc.).
- Could possibly fill the gap in arts programming in schools with some financial help or other means of support from the district or through ArtStarts in Schools grant funding opportunities.
- Just found out that Opus can help support fundraising opportunities that may involve using art supplies (i.e. 6x6 auction).
- Younger and newer audience interested in and/or employed in the arts and willing to give ideas, time, help.
- Permanent collection.
- Extend outside Gallery - airport, businesses.
- Develop arts endowment fund.
- Partner with Chamber of Commerce and downtown business association.

Internal Review

(from questionnaire and survey completed by Board members, staff, and volunteers)

What do you think are the Gallery’s strengths?

- Strong, stable group of volunteers.
- Strong past (in existence for 40 years), very stable.
- Membership is increasing.
- Starting to form a liaison with the Town programs (kids’ art camps).
- Starting to form link with small local businesses through sponsorship of individual exhibitions.
- Skilled and energetic Manager.
- Skilled Board with good balance of older and younger members, new to the community and longstanding community members, business and professional backgrounds (diverse interests and skills).
- Successful with grant applications (Hand Over Hand, Wetzin’kwa grant) in order to have more workshops, events.

What do you think are the Gallery's main weaknesses?

- Same Board required to do too much, lack of clarity re: specific roles, threat of burnout for everyone doing too much.
- Also lack of consistent policy re: exhibitions, fundraising, workshops, programming, etc. - can upset artists as well as those associated with particular activity, lots of confusion over who is doing what.
- High turnover of managerial staff, Board.
- Lack of time for Manager to develop consistency around choosing and displaying exhibitions, programming, help with different tasks and be the coordinator to make sure everything needed gets done, people thanked, i.e. follow-up.
- Need for subcommittees with strong and clear roles so that whole Board doesn't have to engage in too many roles and activities in order to help out.
- Need a relevant, more updated image for the Gallery. Need for it to be seen more as a happening place playing a key role in art support, communication and enhancement of the arts in our already artistic community - to be seen as a "hub" of the arts community (current lack of presence in the community).
- Need to keep on our toes and not let things slip - membership, thank yous, programming, etc., also to get continual feedback from community members and have measures of success in place established and used regularly (complete evaluation forms after workshops, tally number of visitors at exhibits, etc.).

Survey Results (see end of document)

Financial Report

Adopted budget for 2011/2012 (Summary)

REVENUE	2011/12	2010/11
Membership Fees	2,000	1,200
Door Donations	1,800	1,800
Patron Membership	1,000	-
Corporate Membership	1,200	-
Corporate Sponsorship for Show	1,800	1,800
Sales - Cards	1,000	385
Sales - Art	15,000	9,000
Grants	14,000	14,010
Other Fundraising	18,500	12,485
Program Income - Art Camps	1,800	1,800
Program Income - Workshop Fees	2,000	-
Rental Income	500	560
Interest Revenue	-	-
Operating Revenue-Other Source	3,600	-
misc. income	-	400
TOTAL	64,200	43,440

EXPENSES

Program Costs	300	225
Salary - Manager	20,500	12,384
Bookkeeper	1,800	1,800
Salaries - summer student	4,550	4,732
Vacation Pay - Manager	832	
Vacation Pay - summer student	182	
EI/ CPP Expense - Manager	1,449	1,080
EI/ CPP Expense - summer student	312	553
WCB Expense	75	75
Accounting & Legal Expense	400	250
Advertising & Promotion	3,500	2,200
Artist Payments (art sales)	11,250	6,750
Artist payments (workshops)	1,000	1,170
Contractors (xmas in the Gallery)	1,000	-
Memberships	50	50
Courier & Postage	80	240
Insurance Expense	625	625
Interest & Bank Charges	300	120
Office Supplies	550	750
Rent	7,260	7,080
Repairs & Maintenance	400	300
Telephone/Fax	1,670	1,140
Travel & Entertainment	200	600
Volunteer Expense	-	100
Website & Internet	275	466
AGM	150	150
Contingency	5,000	600
TOTAL	63,710	43,440
Surplus/Deficit	490	-

Appendix D

Monitoring and Evaluation of Plan: Criteria, Responsibilities, and Findings

Key Questions While Monitoring Implementation of the Plan

1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider questions 2-8.
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed? (Be careful about making these changes - know why efforts are behind schedule before times are changed.)
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed? (Be careful about making these changes - know why efforts are not achieving the goals before changing the goals.)
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Additional questions:

Reporting Status of Implementation

Results of monitoring and evaluation will be in writing, and will include:

1. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives.
2. The status of completion of goals recorded at Board meetings.
3. Any actions needed by management and executive committee.

Procedure for Changing the Plan

Regarding any changes to the plan, write down answers to the questions:

1. What is causing changes to be made?
2. Why the changes should be made (the "why" is often different than "what is causing" the changes).
3. What specific changes should be made, including to goals, objectives, responsibilities and timelines?

Reminders:

- Manage the various versions of the plan (including by putting a new date on each new version of the plan).
- Always keep copies of the old plan(s).

