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Strategic Plan

2022-2027

Approved by the Board of Directors
February 2022



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Message from the Board of Directors

There is a wealth of creativity and artistic talent in the Tweed community. Since 2006, the Tweed & Area Arts Council (T&AAC) has enriched the cultural life of the community by promoting awareness of and appreciation for the arts. Founded on the belief that the arts are for everyone, T&AAC is a charitable organization with an open membership for artists and those who support the arts.

T&AAC was established by a small group of enthusiastic and community minded volunteers and this legacy remains true today. Over the past 15 years, T&AAC's small, dedicated, and hands-on Board of Directors, volunteers, and donors have increasingly generated interest and participation in the arts through a multitude of events and experiences. In 2020, (pre-pandemic), T&AAC was on course to produce and promote the most events and activities in its history. Additionally, there has been a significant increase in membership and finances remain stable.

The COVID-19 pandemic has disproportionately impacted the arts community and limited supports have been made available to this sector. Adapting to the ongoing changes to public health measures has been challenging on artists and arts organizations and will take time to rebuild. However, out of this uncertain time, opportunities to expand and deepen collaborations and partnerships have emerged. With new people moving to the Tweed area, comes the possibility of new energy and interests. The recent transfer of the Marble Arts Centre to Tweed & Company Theatre opens the opportunity for the T&AAC to refocus and grow.

In light of these shifts, the Board of Directors embarked on an engagement and planning process to develop a new strategic plan. We are grateful to funding from the Ontario Trillium Foundation to do this work, and to create a new website and marketing plan. The strategic planning process sought to reflect on our vision and values, while defining priorities that address emerging challenges and opportunities for the organization and our broader community. Our goal was to determine strategic priority areas and outline objectives that will guide T&AAC into our next chapter.

T&AAC has emerged from this process with a strategic plan that is aspirational and aims to build on past successes while solidifying a strong base from which to build new collaborations and initiatives. To sustain and grow, we need to continue to engage new volunteers and build capacity to produce, promote, and support the arts.

We are energized by these new strategic priorities that will guide our work. We appreciate the input of the 154 individuals who took the time to participate and share their knowledge, experience, and ideas throughout this process. We look forward to collaborating to enrich the cultural life of the community through the arts.

Sincerely,

The T&AAC Board of Directors

Vicki McCulloch, Chair
Roely DeVries, Vice-Chair
Robert Giguere, Secretary/Treasurer

Margot Collins, Director
Don DeGenova, Director
Bonnie Marentette, Director

Executive Summary

Following a meaningful engagement and planning process, Tweed & Area Arts Council (T&AAC) has developed a strategic plan that outlines our strategic priorities for the next five years (2022-2027). Driven by our vision and values, we have established four strategic priorities to guide us in our organizational growth, align our resources, and our decision-making. The plan reflects the voices that informed the planning process, including artists, community supporters, municipal partners, representatives from other arts organizations, and the Board of Directors. For a summary of our engagement process, please see [Appendix: Overview of the Planning Process](#).

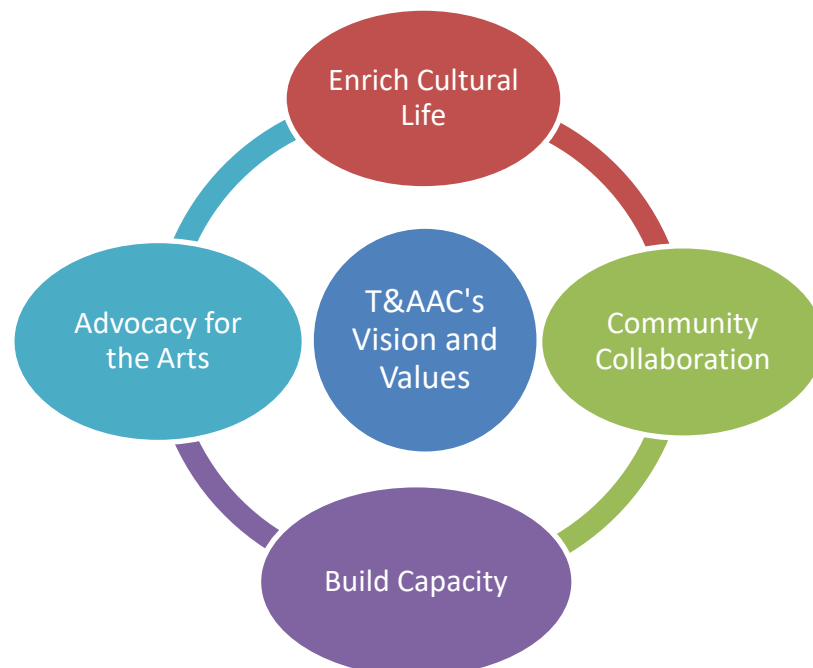
Our strategic plan is an aspirational document that is grounded in evidence and the environment in which we operate. These strategic priorities, woven together, provide a roadmap to how we will realize our vision. Our success will require sustainable organizational capacity and growth to support our ambitions. We are excited to embark on this next chapter of our journey.

Our strategic priorities are:

- Enrich Cultural Life
- Community Collaboration
- Advocacy for the Arts
- Build Capacity

Guided by these strategic priorities, T&AAC will implement the strategic plan by creating operational plans that identify goals, objectives, and key measures.

T&AAC's 2022-2027 Strategic Priorities



Our Vision

Enriching the cultural life of the community through the arts.

What We Do

- Foster connections with and between artists and the community
- Produce, promote, and support arts experiences
- Collaborate to raise awareness of the arts
- Encourage participation of all in the arts

Our Values

At the heart of our organization are the values that guide and support our work. The following core values are embedded in all our strategic priorities:



- ***Creative:*** We honour the creativity of local artists and endeavour to be creative in the ways we connect artists and the community.
- ***Inclusive:*** We value all of the arts and making the arts accessible to all.
- ***Enriching:*** We value producing and supporting artistic experiences that spark imagination, provoke emotion, and cultivate connection.
- ***Supportive:*** We support the wealth of creativity in our community through partnerships, promotions, and information sharing.

Our Strategic Priorities

Through our strategic planning process, we have identified four strategic priorities that will guide our work over the next five years. At the heart of T&AAC is our commitment to enriching the cultural life of the community through the arts.

Acknowledging the evolving environment in which we operate, our strategic priorities are intentionally broad to maximize flexibility in how they are implemented. These priorities will help us focus our core work, align our resources, and strengthen our foundation so we can continue to produce and support artistic events and experiences. Woven together, these strategic priorities will guide our decision-making and help us achieve our vision: Enriching the cultural life of the community through the arts.

Strategic Priority: Enrich Cultural Life

T&AAC was founded on the belief that arts are for everyone. Since 2006, T&AAC has been actively enriching cultural life by broadening awareness of, and appreciation for, the arts. **T&AAC is committed to producing, supporting, and promoting high-quality arts experiences.**

Commitments

We commit to the following:

1. Continue to produce signature arts experiences and events that celebrate local arts and artists (e.g., Art in the Park).
2. Highlight a variety of talents and art forms through new initiatives and events presenting local, regional, national, and international artists.
3. Promote community art events and activities through creative communication channels and explore ways to reach a broader demographic.
4. Develop a new website that clearly outlines the mandate and offerings of the T&AAC as well as celebrates and promotes local arts, artists, events, and activities.

Strategic Priority: Community Collaboration

Celebrating the wealth and diversity of artists, talents, and arts organizations in the community, T&AAC recognizes the importance of supporting the arts community through active partnerships and collaborations. **T&AAC is committed to acting as a facilitator and umbrella to align opportunities for the arts to flourish.**

Commitments

We commit to the following:

1. Continue to deepen and strengthen relationships with artists, other arts groups, and initiatives to support and promote their events and activities.
2. Convene opportunities for artists and the community to connect and share their experiences, ideas, opportunities, and challenges on enriching cultural life.
3. Foster diverse artistic experiences and audiences in the community by offering available supports to artists and individuals interested in offering artistic experiences.

Strategic Priority: Advocacy for the Arts

Recognizing the impact of the COVID-19 pandemic on the arts, now, more than ever, artists and arts organizations need to organize together and align efforts to advocate for the arts. **T&AAC is committed to strategically engage with broader networks and local decision-makers to demonstrate the impact and opportunities generated by the arts.**

Commitments

We commit to the following:

1. Continue to engage with the Quinte Arts Council, and other regional/volunteer Arts Councils to:
 - Share Tweed's experiences and learn from the experiences of other regions.
 - Gather information about funding opportunities, arts initiatives, and events.
 - Participate in advocacy initiatives in support of rural arts.
2. Raise awareness about the impact and opportunities of the arts in enriching the cultural life in Tweed with various levels of government.
3. Continue to build relationships with municipal and regional councils/staff to ensure the arts are integrated into emerging plans.

Strategic Priority: Build Capacity

At the heart of T&AAC's achievements is the dedication of passionate volunteers. As a not-for-profit, charitable organization run by volunteers, the success of T&AAC depends on the active participation of volunteers and a strong membership base. We believe that developing a network of volunteers will infuse creative energy and spark interest in the arts. Combined with adequate resources and a vibrant membership, a strong foundation will be established for the organization to thrive. **T&AAC is committed to building a strong network of volunteers and members to enhance and sustain TAAC's capacity.**

Commitments

We commit to the following:

1. Review and refine the structure of the Board to optimize creativity, engagement, and effectiveness.
2. Develop a volunteer engagement strategy to enhance opportunities for a range of participation by artists, students, and the broader community.
3. Review and refine the T&AAC membership structure to clarify what members can expect and how they can participate.
4. Explore funding opportunities to support the administrative functions of the Board.

Appendix: Overview of Engagement in the Planning Process

Setting out with the goal of creating an inspiring and achievable strategic plan, meaningful engagement with a variety of stakeholders was an integral part of the process.

Engagement Overview

A total of 154 individuals were engaged in the planning process.



Two focus group sessions were conducted with six participants. The purpose of the focus groups was to collect broad information from individuals with different experiences and connections with, and interest in, T&AAC and to provide them an opportunity to influence the shape of the strategic plan.

Six key informant interviews were held with community supporters and partners. The interview participants were:

- Janet Jarrell, Executive Director, Quinte Arts Council
- Tim Porter, Founder and Artistic Director, Tweed & Co Theatre
- Joanne Albert, Mayor, Municipality of Tweed
- Deb Chatreau, Blue Skies in the Community, local musician/teacher
- Linda Yorke, Tweed & Area Studio Tour organizer
- Andrew Redden, Economic Development Manager, Hastings County

The purpose of the interviews was to collect detailed information from leaders who—with their knowledge, experience, and understanding—were able to provide insights on trends, challenges, and opportunities.

An **online survey attracted 142 respondents** and was open between October 25th and November 8th, 2021. Invitations to complete the survey were circulated to event attendees, T&AAC members, volunteers, supporters, and community partners through email, social media, and word of mouth.

Additionally, **virtual retreat sessions** were held throughout the strategic planning process with the Board of Directors to develop priorities and strategies.