

Lake of the Woods Arts Community

Strategic Plan

May 1st, 2016 to December 31st, 2019

Facilitated by:
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Ministry of Citizenship, Immigration and International Trade
Ministry of Tourism, Culture and Sport
Ontario Seniors' Secretariat
Ontario Women's Directorate

Lake of the Woods Arts Community (LOWAC)

The facilitator, Natasha Lovenuk Markham was invited to carry-out strategic planning training for the Lake of the Woods Arts Community. The intent of the plan would be to build on their 2011 planning session that was held, as well as to use the ongoing initiatives identified from the 2012-14 strategic plan, to develop a plan that will provide focus, along with being a blueprint and guide for future work. Participants were thanked for making themselves available to participate in this valuable process.

N Lovenuk Markham then explained why it is important to participate in strategic planning. Planning is important because it provides the group with a practical direction in which it has decided to move, as well as creating an accountability framework for the group to achieve the goals that it has set out for itself. Participation in the planning process builds a sense momentum and creates a sense of ownership for the plan. Strategic planning is not an easy task, but an important and beneficial one. N Lovenuk Markham asked that the group trust her and the process that they were about to undertake.

The strategic planning session was divided into 4 sessions:

1. Practical Vision Workshop
 - This would provide the group with a practical picture of the desired future.
2. Underlying Obstacles Workshop
 - The group would look at the underlying obstacles or contradictions preventing the realization of the vision.
3. Strategic Directions Workshop
 - The group would determine proposed strategies to deal with the underlying obstacles.
4. Action Planning
 - The group would outline the actions required to carry out the new directions.

Throughout the planning session participants would keep in mind the following question, *“In the next 3 years, what is the recognizable condition that we want to have in place in this organization?”*

N Lovenuk Markham then went over the working assumptions for this process. These were posted and visible to all throughout the planning sessions.

1. Everyone has wisdom.
2. We need everyone’s wisdom for the wisest results.
3. There are no wrong answers.
4. The whole is greater than the sum of its parts.
5. Each person will hear others and be heard.
6. Honour diversity.

PRACTICAL VISION NAMED CLUSTERS

Paid Support	Increase and Retain Membership	Dedicated Space
<ul style="list-style-type: none"> • Hire employees for grunt work. • Permanent staff (part/full time). 	<ul style="list-style-type: none"> • Increase membership. • Increased membership – vibrant people. • Evergreen events. Numerous committees to run sub-committees (concurrent). • Acquire new Board members from a variety of disciplines. 	<ul style="list-style-type: none"> • Home. • Get a storage area for our stuff.
Arts Advocate	Recruitment and Retention of Volunteers	Foster Partnerships
<ul style="list-style-type: none"> • Work with City's Cultural Plan. • Advocacy and leadership. LOWAC needs to own the lead arts group in Kenora. • LOWAC is part of the City's tourism plan. 	<ul style="list-style-type: none"> • Increase volunteer activity. • LOWAC must develop a volunteer strategy and implement. • Create volunteer perks (eg: t-shirts, passes). • Volunteer appreciation. 	<ul style="list-style-type: none"> • Explore partnerships with restaurants local businesses • Partnerships – community groups, other communities.
Information Sharing	Financial Sustainability	Arts Events
<ul style="list-style-type: none"> • Newsletter. • LOWAC is art lead – information/communication. Social media, collection, dissemination. • Artist directory with contact information. • Improved website. • Arts calendar of events. 	<ul style="list-style-type: none"> • Explore funding sources. • Budget and solid fundraising program. 	<ul style="list-style-type: none"> • Artistic challenges. • Large art event with community (ie: Path of the Paddle Oar). • "Nuit Blanche" or similar community arts activity. • Frequent exhibits. • Community arts project which includes opportunities, education, adjudication. • Neighbourhood exhibits. • Increase participation in Fun Mondays. • Fun! • Participatory musical events singing/drumming, dancing etc...

PRACTICAL VISION NAMED CLUSTERS continued...

Professional Development and Mentorship

- LOWAC leads education – eg: marketing, business development, art education.
- Reaching out to 'fledgling' artist and crafters. Workshops with babysitting.
- Artist dates.
- Mentorship with youth.
- Training for board members.
- Workshops.
- Arts academy.

UNDERLYING OBSTACLES NAMED CLUSTERS

Insufficient Revenue Generation Results in Unsustainability	Inactive Recruitment Results in an Absence of Leadership Succession and Continuity	Insufficient Volunteer Base Results in Burn-Out
<ul style="list-style-type: none"> • Lack of \$ • Money • Lack of permanent storage space. • Lack of permanent work area. • Lack of dedicated space. 	<ul style="list-style-type: none"> • Continuation of strong leadership. • Lack of enthusiasm or interest. • Planned succession. 	<ul style="list-style-type: none"> • Volunteer burn-out. • Board member burn-out. • Burn-out of the few involved. • Lack of energy. Need more division of work. • Need for positive incentives (intrinsic or extrinsic). • Illness or burn-out of membership and/or board.
No Arts Advocate Results in Inefficient Support of LOWAC's Purpose in Kenora and the LOW Area.	No Formal Board Training Results in an Uninformed and Inefficient Board	Limited Human Resources Creates a Small Pool of Committed People to Draw From
<ul style="list-style-type: none"> • Poor community or bureaucratic connections. • Lack of City support. • LOWAC leadership. Lack of representation on Council particularly tourism. • Lack of support from individuals in positions of power. • Lack of a champion. 	<ul style="list-style-type: none"> • Lack of knowledge about how to achieve it. • Private agendas = no consensus. • No resolutions of differences of opinions/conflicts Board. • Absence of dispute resolution mechanism results in ineffectiveness and loss of members. 	<ul style="list-style-type: none"> • Membership low. • Lack of people power. • Too small a community to draw from. • Members' participation in LOWAC affairs other than personal agendas.
Insufficient Advance Planning and Communication Contributes to a Lack of Interest in LOWAC	Insufficient Advance Planning and Communication Contributes to a Lack of Interest in LOWAC continued...	Narrow Outreach Restricts Partnerships
<ul style="list-style-type: none"> • Loss of focus/objectives/goals. • Too much focus on LOWAC rather than on LOWAC member needs. • Consistent events/regular or annual schedule. • Consistent communication 	<ul style="list-style-type: none"> • Lack of effective knowledge, eg: media. • Time to plan and do. • Time constraints or conflicts. • Lack of effective information sharing. 	<ul style="list-style-type: none"> • Lack of development and retention of partnerships. • Narrow promotion. • Lack of regional networking. • Lack of networking with other cultural groups. • Lack of inclusion. • Know your targets audience.

IDENTIFIED STRATEGIC DIRECTIONS CLUSTERS

Towards Effective, Consistent Communication →

- Promote website with members.
- Communication – consistent Facebook page, website and newsletter.
- ePublication (newsletter) and send around minutes and events (included).

Towards Local Government Support of the Arts→

- Liaison person with Council.
- Arts Advocate, Councilor, reach out, make them participate.

Towards Engaging Youth in the Arts →

- Work with students/youth programs in the school.
- Somehow engage youth – incentives, art contest, and some reward system.

Towards a Home for the Arts→

- Define space. What do we need? Storage? Studio? Workshop? Where? How much?
- Lease space with studio rentals to cover costs (could include gallery).

Towards Expanded Participation and Information beyond Kenora and the LOW Area →

- Widen our promotion area (ie: Winnipeg, Dryden, Thunder Bay, and Fort Frances).
- Reach out to outlying communities and summer residents.

Towards the Development and Implementation of a Board Training Plan→

- Burnout workshop.
- Arrange other Board training.
- Approach Business Development Bank (BDB) for Board training.

Towards Increasing Membership and Member Involvement→

- Membership drives.
- Presentation at other organizations – eg: RTO, local businesses, Rotary.

Towards Partnership with Other Groups→

- Use website to create links with other groups.
- Partnership with Community Arts Heritage Education Project and local/regional.

Towards the Efficient and Effective Use of (all) Membership→

- Reduce activities if not enough volunteers.
- Committees to alleviate work pressure on board.
- Annual planning meeting of membership where events are listed and teams established.

Towards Financial Sustainability→

- Take account of articles in storage. Can they be sold to raise funds?
- Major art show for fundraiser (eg: water colour competition).
- Apply every two years for arts grant for a festival and large exhibits.
- Fundraisers? Sponsor? Grants?

Towards Consistent Operations and Succession→

- Succession plan for Board – past president, shared information, good notes.
- Member handbook (Board and membership).

ACTION PLANS for IMPLEMENTATION

Towards Effective, Consistent Communication

STRATEGY

- Towards Effective, Consistent Communication.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Currently have a membership list.
- We want to do this.
- Have hired Erin.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- We have a small leadership group and tend to work as a closed group.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Broaden and build an active membership.
- The membership will be more informed.
- List of area artists.

DANGERS (Limits)

In the future of implementing this strategy are:

- In-fighting due to too large a group.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Greater community involvement in LOWAC events.
- Quality of life in Kenora improves.
- Up to date website which includes an e-newsletter.
- E-newsletter could develop into a magazine.
- Local artists will talk to other local artists.
- Artists' directory and where the galleries are.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **DECEMBER 31st, 2016.**

- *A website, newsletter and artist directory are established and updated on an ongoing basis.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

WEBSITE

1. Board members should look at website and suggest amendments to Erin.
2. Need current Board members to provide bios to IT person/Erin.

3. Artist information sent to Erin to be added to the website.
4. Launch the website.
5. Local media should be informed of new website (ie: radio, newspaper).
6. An oversight committee should regularly review the website.
7. Strategy evaluation and celebration.

ARTISTS' DIRECTORY

1. Communicate to members that their data is required.
2. Determine sub-headings by art medium.
3. Establish a committee to oversee creation of artists' directory.
4. Determine level of security – what information is for website and what is for community at large.
5. Strategy evaluation and celebration.

eNEWSLETTER

1. Establish a committee to set-up a dynamic and regular newsletter.
2. Committee to determine the content of the newsletter.
3. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

WEBSITE

1. Board members should look at website and suggest amendments to Erin.
COMPLETION DATE: April 30th, 2016
2. Need current Board members to provide bios to IT person/Erin.
COMPLETION DATE: April 30th, 2016
3. Artist information sent to Erin to be added to the website.
COMPLETION DATE: April 30th, 2016
4. Launch the website.
COMPLETION DATE: May 31st, 2016
5. Local media should be informed of new website (ie: radio, newspaper).
COMPLETION DATE: May 31st, 2016
6. An oversight committee should regularly review the website.
COMPLETION DATE: May 31st, 2016
7. Strategy evaluation and celebration.
COMPLETION DATE: June 30th, 2016

ARTISTS' DIRECTORY

1. Communicate to members that their data is required.
COMPLETION DATE: April 30th, 2016

2. Determine sub-headings by art medium.
COMPLETION DATE: April 30th, 2016
3. Establish a committee to oversee creation of artists' directory.
COMPLETION DATE: May 31st, 2016
4. Determine level of security – what information is for website and what is for community at large.
COMPLETION DATE: May 31st, 2016
5. Strategy evaluation and celebration.
COMPLETION DATE: June 30th, 2016

eNEWSLETTER

1. Establish a committee to set-up a dynamic and regular newsletter.
COMPLETION DATE: September 30th, 2016
2. Committee to determine the content of the newsletter.
COMPLETION DATE: November 30th, 2016
3. Strategy evaluation and celebration.
COMPLETION DATE: December 31st, 2016

IMPLEMENTATION TEAM:

LeeAnn Hawkins
Patricia Neira
Ralph Rogers
Cher Stooke

COSTS:

Money	\$30/hour to be paid to web-manager \$500 postage for first edition \$5,000 for advertising/promotion
Time	10 hours/month for writing 30 hours/month for sending out mail and receiving responses

Towards Local Government Support for the Arts

STRATEGY

- Towards Local Government Support for the Arts.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Commitment from an identified City Councilor who supports the arts.
- Members with strong connections and experience with local government.
- People who work for the City who do currently support the arts.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- We get little response from City Council.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Funding from the City.
- Get a space for the arts and expanded Recreation Centre.
- Our government representative could lobby for us.

DANGERS (Limits)

In the future of implementing this strategy are:

- We may incur financial costs.
- May turn some community members against us because they don't value the arts.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- City planning (ie: budget) includes a line for the arts.
- Greater input into community decisions.
- May have a space for the arts in the expanded Recreation Centre.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **DECEMBER 31st, 2019.**

- *There's a line in the City's budget for arts and a plan that endorses the arts.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Set up a political action committee.
2. Regularly be in contact with Mayor and Council, and keep them informed of our accomplishments.
3. Make a presentation to Council.

4. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Set up a political action committee.
COMPLETION DATE: September 30th, 2016
2. Regularly be in contact with Mayor and Council, and keep them informed of our accomplishments.
COMPLETION DATE: Annually – September 30th
3. Make a presentation to Council.
COMPLETION DATE: Annually – October 31st/November 30th
4. Strategy evaluation and celebration.
COMPLETION DATE: December 31st, 2019

IMPLEMENTATION TEAM:

Patricia Neira
Ralph Rogers
Cher Stooke

COSTS:

Money	\$0
Time	4 hours/month

Towards Engaging Youth in the Arts

STRATEGY

- Towards Engaging Youth in the Arts.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- We have people who are willing and already share their knowledge of the arts.
- We have connections with the schools and KACL where young people are.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Lack of youth members.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Increase membership and have more youth involved in the arts.
- Longevity of organization.
- Children's self-esteem is improved by self-identifying as an artist.

DANGERS (Limits)

In the future of implementing this strategy are:

- None listed.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Builds youth membership.
- May be future Board members.
- Our organization may get better press coverage.
- Better graffiti.
- Builds a happier community.
- Get more attention from City Council.
- Grow a diversity of culture.
- Reduce crime.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **JUNE 30th, 2019.**

- *We have members who are younger than 20 years of age.*
- *A LOWAC sponsored event for young people.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Letter to school boards about students becoming involved in the Path of the Paddle project by April 2017.
2. Lobby schools to ask for assistance with promoting arts for students.
3. Set-up a sub-committee, that includes youth, to promote to youth.
4. LOWAC sponsored arts competition with monetary prizes.
5. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Letter to school boards about students becoming involved in the Path of the Paddle project by April 2017.
COMPLETION DATE: April 30th, 2016
2. Lobby schools to ask for assistance with promoting arts for students.
COMPLETION DATE: January 31st, 2019
3. Set-up a sub-committee, that includes youth, to promote to youth.
COMPLETION DATE: January 31st, 2019
4. LOWAC sponsored arts competition with monetary prizes.
COMPLETION DATE: May 31st, 2019
5. Strategy evaluation and celebration.
COMPLETION DATE: June 30th, 2019

IMPLEMENTATION TEAM:

Patricia Neira
Ralph Rogers
Cher Stooke

COSTS:

Money	\$500 for prize money
Time	60 hours to organize competition

Towards a Home for the Arts

STRATEGY

- Towards a Home for the Arts.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Determination
- Established, good track record.
- LOWCA's experience in the past.
- Represented on City's planning committee for Recreation Centre expansion.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Lack of funds.
- Unidentified space requirements.
- Education component.
- No business plan.
- No confirmed support from other groups or City.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Storage
- Networking
- Education
- Destination/home for arts learning.

DANGERS (Limits)

In the future of implementing this strategy are:

- \$\$\$
- Sustainability
- Insurance
- Facility and events manager (permanent staff).

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Consistent meeting place.
- Better communication.
- Gallery space.
- Different and more events.
- Information distribution and networking.
- More workshops (ie: 101 favourite artist websites).
- Impulse events.
- Having a home promotes creativity.

- Business plan.
- Inventory is accessible and safe.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **MARCH 31st, 2017.**

- *Space requirements are defined.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Decide who should be at the table.
2. Distribute survey to those identified to be at the table.
 - a. Get input from each group.
 - b. Compare with existing comparable groups.
3. Collate information collected from survey. Invite to a meeting those who have a vested interest in the home for the arts.
4. Define space requirements/time required.
 - a. Location, safety, square footage.
5. Business plan – including financials – requirements, management, sustainability.
6. Define space. Who?
 - a. Runs it?
 - b. Maintains it?
 - c. Accesses it?
 - d. Owns it?
7. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Decide who should be at the table.
COMPLETION DATE: May 31st, 2016
2. Distribute survey to those identified to be at the table.
 - a. Get input from each group.
 - b. Compare with existing comparable groups.**COMPLETION DATE:** May 31st, 2016
3. Collate information collected from survey. Invite to a meeting those who have a vested interest in the home for the arts.
COMPLETION DATE: October 31st, 2016
4. Define space requirements/time required.
 - a. Location, safety, square footage.**COMPLETION DATE:** December 31st, 2016

5. Business plan – including financials – requirements, management, sustainability.

COMPLETION DATE: March 31st, 2017

6. Define space. Who?

- a. Runs it?
- b. Maintains it?
- c. Accesses it?
- d. Owns it?

COMPLETION DATE: March 31st, 2017

7. Strategy evaluation and celebration.

COMPLETION DATE: April 30th, 2017

IMPLEMENTATION TEAM:

Arts Space Committee
Irene McCuaig

COSTS:

Money	TBC by defined requirements
Time	Unknown

Towards Expanded Participation and Information beyond Kenora and the LOW Area

STRATEGY

- Towards Expanded Participation and Information beyond Kenora and the LOW Area.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Cre8ery
- Determination.
- Existing partnerships and networks (LWDPOA).
- Known name (LOWAC) and track record.
- Started networking with LOWAC and KAP.
- Renovated website/Facebook group.
- WAVE tour (Helma).
- Muskies on Main.
- Individual artist contacts.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- IT person is new.
- Don't have time to do this.
- Just haven't done it.
- Unaware need.
- Unaware of how to communicate with other groups (lack of contact people).

BENEFITS (Advantages)

In the future of implementing this strategy are:

- More vibrant arts community.
- Increased membership.
- Expanded art horizons.
- More participation in events.
- Fresh ideas.
- Potential leadership and volunteers.

DANGERS (Limits)

In the future of implementing this strategy are:

- Burn-out.
- LOWAC spread too thin.
- Not in mandate.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- List of contacts.
- Poll membership to find contacts, spread information.
- Facebook group.
- Instagram and Twitter.
- Make information more accessible (newsletter, posters, etc...).
- Community calendar.
- Regional newsletters.
- One time information drive on the lake.
- Yacht Club calendar.
- Events calendar – timely.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **OCTOBER 31st, 2016.**

- *Hiring social media manager to update website, as well as to keep Twitter, Instagram and other social media current.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Hire social media manager.
2. Get current information to social media manager.
3. Revamp website.
4. Get a presence on Twitter and Instagram to appeal to a younger audience.
5. Coordinate with existing events, like Path of the Paddle, Culture Days, etc...
6. Collect member information, create contact list.
7. Develop newsletter and distribute (ie: Mail Chimp).
8. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Hire social media manager.
COMPLETION DATE: April 30th, 2016
2. Get current information to social media manager.
COMPLETION DATE: April 30th, 2016
3. Revamp website.
COMPLETION DATE: May 31st, 2016
4. Get presence on Twitter and Instagram to appeal to younger audience.
COMPLETION DATE: June 30th, 2016 and ongoing for updating.

5. Coordinate with existing events, like Path of the Paddle, Culture Days, etc...
COMPLETION DATE: June 30th, 2016
6. Collect member information, create contact list.
COMPLETION DATE: June 30th, 2016
7. Develop newsletter and distribute (ie: Mail Chimp).
COMPLETION DATE: September 30th, 2016
8. Strategy evaluation and celebration.
COMPLETION DATE: October 31st, 2016

IMPLEMENTATION TEAM:

Lil Anderson
LeeAnn Hawkins
Erin McCuaig

COSTS

Money	\$30/hour to be paid to web-manager \$500 postage for first edition \$5,000 for advertising/promotion
Time	10 hours/month for writing 30 hours/month for sending out mail and receiving responses

Towards the Development and Implementation of a Board Training Plan

STRATEGY

- Towards the Development and Implementation of a Board Training Plan.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Board works well together.
- Agenda.
- Small tangents.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Uncertain if training is immediately required and extent of same.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Better functioning Board.
- Sustainable.
- Efficient, effective.

DANGERS (Limits)

In the future of implementing this strategy are:

- Too much training and time commitment.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Board training manual.
- Role management – definitions.
- Key players – burnout.
- How to present manual.
 - Party
 - Manual is a work in progress.
- Exit interview.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **OCTOBER 31st, 2016.**

- *Development of a Board Training Manual.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Establish committee to develop board training manual.
2. Determine contents of manual.

3. Develop board training manual.
4. Implementation of board training manual.
5. Presentation of board training manual.
6. Ongoing monitoring of content and implementation of board training manual.
7. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Establish committee to develop board training manual.
COMPLETION DATE: April 30th, 2016
2. Determine contents of manual.
COMPLETION DATE: April 30th, 2016
3. Develop board training manual.
COMPLETION DATE: April 30th, 2016
4. Implementation of board training manual.
COMPLETION DATE: September 30th, 2016
5. Presentation of board training manual.
COMPLETION DATE: October 31st, 2016
6. Ongoing monitoring of content and implementation of board training manual.
COMPLETION DATE: Annually – September 30th
7. Strategy evaluation and celebration.
COMPLETION DATE: November 30th, 2016

IMPLEMENTATION TEAM

Ralph Rogers
LOWAC Sub-Committee

COSTS

Money	\$200
Time	100 hours

Towards Increasing Membership and Member Involvement

STRATEGY

- Towards Increasing Membership and Member Involvement.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- More bodies.
- More ideas.
- Higher visibility in the community.
- Networking through more bodies and contacts.
- Less burn-out. Not so overwhelmed.
- Develop more ideas.
- More money.
- More events.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Infighting, friction.
- Different interpretation.
- Struggle to accommodate.
- Overextending with too many projects.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Stronger organization.
- Larger community presence.
- More money.

DANGERS (Limits)

In the future of implementing this strategy are:

- Organization becomes too unwieldy.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Membership drive, mail outs.
- Membership incentives – internal/external.
- Presentations.
- Levels of membership – free for youth/business.
- Sponsorship through provincial/worldwide organizations (money).
- New programs, fun events.
- Incentives for memberships.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **OCTOBER 31st, 2017 (AGM)**.

- *LOWAC's membership has grown to 200 members.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Advertising – membership table at various events, stores, art galleries, Discovery Centre, art shops, Mind Body Spirit.
2. Mail out to old members and identified possible new members.
3. Create information card - Discovery Centre, stores.
4. Presentation to local groups, organizations – materials, power point, training, contacts. Hire help for guidance.
5. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Advertising – membership table at various events, stores, art galleries, Discovery Centre, art shops, Mind Body Spirit.
COMPLETION DATE: June 30th, 2017
2. Mail out to old members and identified possible new members.
COMPLETION DATE: June 30th, 2017
3. Create information card - Discovery Centre, stores.
COMPLETION DATE: June 30th, 2017
4. Presentation to local groups, organizations – materials, power point, training, contacts. Hire help for guidance.
COMPLETION DATE: October 31st, 2017
5. Strategy evaluation and celebration.
COMPLETION DATE: November 30th, 2017

IMPLEMENTATION TEAM

Irene McCuaig
Linda Nault
Patricia Neira

COSTS

Money	\$1,000
	- Postage, cards, photocopying, advertising.
Time	1,000 hours
	- Grant expertise, financial, human resources.

Towards Partnerships with Other Groups

STRATEGY

- Towards Partnerships with Other Groups.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Higher profile/presence.
- Attend Chamber of Commerce meetings.
- Increased membership.
- Networking.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Lose autonomy/focus.
- Lose members to other groups.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Create larger events with City (similar to Banff).
- Institute of Art.
- Different expertise.
- Share cost of events – Coney Island.

DANGERS (Limits)

In the future of implementing this strategy are:

- Lose ourselves/identity. Be eaten up by larger organization(s).
- Flounder.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Website – links between other groups.
- Community calendar – timeline, all events.
- Promote art in local businesses – opportunities for members.
- More interesting reasons for people wanting to partner with us.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **MARCH 31st, 2018.**

- *Presentation ready to go by early 2017.*
- *Grow members and connections in 2017.*
- *Start making timely partnership by March 2018.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Create presentation/ information package.
2. Make connections – online, word of mouth, advertising.
3. Identify potential partners.
4. Approach organizations to deliver presentations to – create an information package, identify dates and length of time (ie: 5 minutes for introduction, 11 minutes for body of presentation, 5-10 minutes for conclusion).
5. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Create presentation/ information package.
COMPLETION DATE: October 31st, 2016
2. Make connections – online, word of mouth, advertising.
COMPLETION DATE: Ongoing through 2017
3. Identify potential partners.
COMPLETION DATE: March 31st, 2018
4. Approach organizations to deliver presentations to – create an information package, identify dates and length of time (ie: 5 minutes for introduction, 11 minutes for body of presentation, 5-10 minutes for conclusion).
COMPLETION DATE: November 30th, 2018
5. Strategy evaluation and celebration.
COMPLETION DATE: December 31st, 2018

IMPLEMENTATION TEAM

Esmé Boone
Linda Nault

COSTS

Money	\$500
Time	1,000 hours

Towards Efficient and Effective Use of (all) Membership

STRATEGY

- Towards Efficient and Effective Use of (all) Membership.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Committees.
- More people to plan/implement.
- More/larger events.
- More meetings to keep members informed.
- Spread out the work to keep it fun.
- Leadership to keep it organized.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Interpersonal friction.
- Too many bosses, not enough workers.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- More viable organization.
- Lots of fun.
- People have a purpose in group and feel happy.
- Hierarchy blends with more members wanting to help – harmony, everyone's job is easier.

DANGERS (Limits)

In the future of implementing this strategy are:

- None listed.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- Wonderful, friendly, viable organization.
- Bigger presence in the community.
- Perception by public would be positive.
- People will be coming to us, rather than us being chased to join.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **DECEMBER 31st, 2019.**

- *Board, membership and committees functioning and working side by side to implement LOWAC's vision of opportunity, etc...*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Annual planning meeting. Get members out yearly, in January, following AGM.
2. Establish working committees for upcoming year.
3. Look for people to help out in the new year.
4. Information presentation given, annually, at AGM.
5. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Annual planning meeting. Get members out yearly, in January, following AGM.
COMPLETION DATE: Annually, January of every year.
2. Establish working committees for upcoming year.
COMPLETION DATE: Annually, January of every year.
3. Look for people to help out in the new year.
COMPLETION DATE: Annually, January of every year.
4. Information presentation given, annually, at AGM.
COMPLETION DATE: Annually, November of every year.
5. Strategy evaluation and celebration.
COMPLETION DATE: Annually at AGM.

IMPLEMENTATION TEAM

Esmé Boone

LOWAC Board of Directors

Irene McCuaig

COSTS

Money	\$50-300
Time	500 hours

Towards Financial Sustainability

STRATEGY

- Towards Financial Sustainability.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- We know money comes from a sustainable source.
- Could continue present commitments to community.
- Could get a home.
- Attract more members with a home.

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Someone would have to account for the money/finances.
- Auditors.
- Increased accountability.
- Possibly taxed?
- Government accountability.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- We'd know where the funds would come from.
- We'd have security.
- We could plan regular events.
- Provide more opportunities for artists.
- Can grow the arts community.

DANGERS (Limits)

In the future of implementing this strategy are:

- Become too big.
- Burn out.
- Lose our heart.
- Become too corporate.
- Lost our volunteers.
- Become embroiled in legal issues acquiring property.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- We could afford a home.
- Generate an increase in membership.
- Home becomes self-supporting (ie: rent out studio space).
- Possibly attain charitable status therefore get more money.
- Become partners with ArtsVest.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **JANUARY 31st, 2019.**

- *Obtain charitable status.*
- *One annual, big fundraiser by December 31st, 2019.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Collaborate with other partners.
2. Make an inventory of articles in storage to see if we can sell anything.
3. Get someone with financial acumen on the Board.
4. Form a specific fundraising committee.
5. Make contact with Seven Generations.
6. Host an art auction.
7. Research how to become a charitable status organization.
8. Strategy evaluation and celebration.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Collaborate with other partners.
COMPLETION DATE: Ongoing work.
2. Make an inventory of articles in storage to see if we can sell anything.
COMPLETION DATE: June 30th, 2016
3. Get someone with financial acumen on the Board.
COMPLETION DATE: December 31st, 2016
4. Form a specific fundraising committee.
COMPLETION DATE: January 31st, 2018
5. Make contact with Seven Generations.
COMPLETION DATE: June 30th, 2018
6. Host an art auction.
COMPLETION DATE: December 31st, 2019
7. Research how to become a charitable status organization.
COMPLETION DATE: December 31st, 2019
8. Strategy evaluation and celebration.
COMPLETION DATE: December 31st, 2019

IMPLEMENTATION TEAM

Board of Directors

Esmé Boone

Marion McKay

Irene McCuaig

Cher Stooke

Sue Straight

COSTS

Money \$1,000 for charitable status

\$1,000 for legal fees

Time 2,000 hours

Towards Consistent Operations and Succession

STRATEGY

- Towards Consistent Operations and Succession.

STRENGTHS (Advantages)

In implementing this strategy at this time, we have the following strengths:

- Rotating Board members.
- People would beg to sit on Board.
- New Board members bring new ideas.
- Programming would run smoothly from year to year.
- New members would be informed of procedures, etc...

WEAKNESSES (Limits)

In implementing this strategy at this time, we have the following weaknesses:

- Might lose an inventive, productive Board member if their term was over.

BENEFITS (Advantages)

In the future of implementing this strategy are:

- Programming would be continuous.
- New Board members would be informed.

DANGERS (Limits)

In the future of implementing this strategy are:

- Being too rigid.
- Being too desperate.

POSSIBLE ACCOMPLISHMENTS

Possible accomplishments that build on the advantages and acknowledge the limits.

- A harmonious, effective, energetic and efficient Board.

MEASURABLE ACCOMPLISHMENTS

Taking all the above into consideration, we are committed to the following measurable accomplishment by **March 31st, 2017.**

- *Creation of a member handbook.*

SPECIFIC ACTIONS

List of specific actions needed to complete the measurable accomplished outlined.

1. Brainstorm/plan what should go into a member handbook.
2. Set up a committee to oversee the creation of the member handbook.
3. Set a budget for production of the member handbook.

ACTION TIMELINE

Timeline to accomplish specific actions.

1. Brainstorm/plan what should go into a member handbook.
COMPLETION DATE: February 28th, 2017

2. Set up a committee to oversee the creation of the member handbook.
COMPLETION DATE: February 28th, 2017
3. Set a budget for production of the member handbook.
COMPLETION DATE: February 28th, 2017
4. Strategy evaluation and celebration.
COMPLETION DATE: April 30th, 2017

IMPLEMENTATION TEAM

Esmé Boone
Irene McQuaig
Linda Nault
Patricia Neira
Ralph Rogers

COSTS

MONEY: \$250 for printing costs

TIME: 60 hours

TIMELINE FOR ACTION PLAN COMPLETION

The listing indicates when the action plans are scheduled to be completed, in full, and their success evaluated.

May to December 2016

- Towards Effective, Consistent Communication
- Towards Expanded Participation and Information beyond Kenora and the LOW Area

January to December 2017

- Towards a Home for the Arts
- Towards Increasing Membership and Member Involvement
- Towards Consistent Operations and Succession

January to December 2018

- Towards Partnerships with Other Groups

January to December 2019

- Towards Local Government Support for the Arts
- Towards Engaging Youth in the Arts
- Towards the Development and Implementation of a Board Training Plan
- Towards Efficient and Effective Use of (all) Membership
- Towards Financial Sustainability