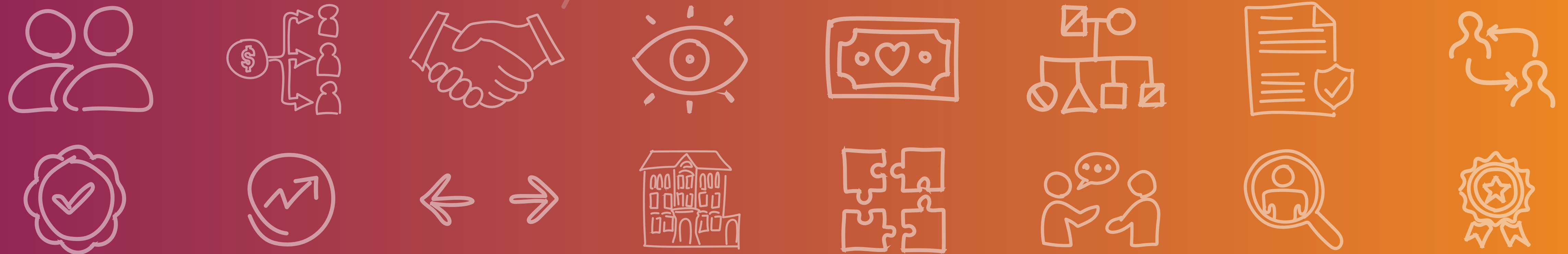




STRATEGIC PLAN

2021 - 2025



Created by the Arts For All Board and Staff

The true purpose of arts education is not necessarily to create more professional dancers or artists; it's to create more complete human beings who are critical thinkers, who have curious minds, who can lead productive lives.

–Kelly Pollock

SETTING **THE STAGE**

Arts For All (AFA) founder Vitek Wincza knows from lived experience that the arts go far beyond a learned skillset. On a deeper level, arts exploration is transformative. As a vehicle for strong community, the arts take us all on a journey from inspiration to wellbeing.

As a charitable organization of HCA, Arts for All shares a roof with rigorous dancers, musicians, actors, and artists, but AFA does not lose sight of the everyday power of creativity. AFA exists to ensure that the arts remain accessible for everyone.

The arts are not for the elite. The arts are vital! The arts are for you and for me.

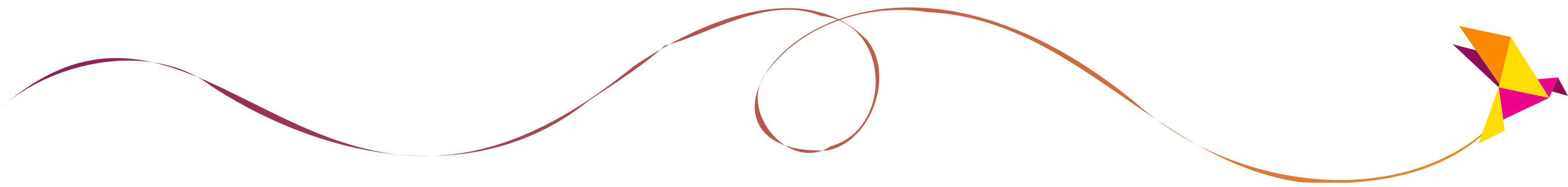


SETTING **THE STAGE**

For more than 20 years we have inspired and been inspired by the arts in our community. In our early days, we were known as CKA, and we brought the arts to thousands of children. Now, in a complex world of pandemics and wars, we know experientially that the arts are truly foundational for human wellbeing and flourishing.

To build a healthier more equitable world we need the arts now more than ever: arts everywhere, arts everyday and arts for everyone.

Building on a foundation powered by partnerships, we are gaining momentum to remove barriers and make the arts truly accessible for all. Well inspired, we see beyond a single generation, we welcome a world that's healthy and whole and we know that the arts will make all the difference.



PURPOSE

We build access to arts for everyone to inspire citizens and foster community wellbeing.



MISSION

We activate spaces for neighbourhoods to flourish with high-quality arts education experiences and professional artists.



VISION

We change the future by connecting citizens of all ages to creativity to build better communities.

APPROACH & **PRINCIPLES**

To implement our vision, we follow a methodology composed of key principles. They help give our work a clear focus, and enable a practical approach to achieving our mission. To ensure alignment across all core programs at Arts For All, we design arts experiences in the considered light of this diamond and its many facets: from inspiration to wellbeing.



Facets of a diamond

 **SCOPE**
 **PILLAR**

 **ALIGNMENT**
 **FOCUS**

STRATEGIC **PRIORITIES**

↖ ↗ EXTERNAL ↘ ↙ **PRIORITIES**

Arts For All aims to

E X P A N D

KEY AREAS FOR GROWTH

- Programming
- Artist Professional Development
- Partnerships
- Visibility
- Sustainability



↘ ↙ INTERNAL ↖ ↗ **PRIORITIES**

Arts For All aims to

E V O L V E

KEY AREAS FOR BETTERMENT

- Succession Planning
- Board Development
- Operations Enhancement



EXTERNAL PRIORITY

PROGRAMMING



Open **ACCESS** for new audiences to reflect the expanded mandate.



Continue to deliver Arts For All **QUALITY PROGRAMS** for children and youth.

- 1 Provide culturally relevant and inclusive programming.
- 2 Implement strategies that continue the work of the EDI Strategic and Action Plan with the EDI Advisor and newly formed EDI Committee.
- 3 Partner with community agencies serving diverse communities and marginalized populations.
- 4 Hire staff and engage volunteers that reflect the diverse city we serve.
- 5 Expand outdoor arts education opportunities.
- 6 Embed the Hamilton Charter of Rights of Children and Youth as a pillar to AFA programming.

↖ ↗ EXTERNAL
↙ ↘ **PRIORITY**

ARTIST PROFESSIONAL DEVELOPMENT



COMMISSION and **PRESENT**
professional Artists



Create **OPPORTUNITIES**
for artists to gain aesthetic,
artistic, and practical skills.

- 1** Incubate local talent to create new works for young audiences (0 - 6 years) via Kinderfest programming. Connect artists to regional and national Presenter Circles.
- 2** Provide community-based Artists and Artist Educators with access to Resources and Professional Learning. Convene professional Artist seminars.
- 3** Present quality multi-arts performances, workshops, and experiences by emerging, mid-career, and established Artists
- 4** Equitably commission the creation of new works by professional Artists. Empower diverse, emerging, mid-career, and established Artists to produce and present their work.
- 5** Pair Artists with local/regional mentors in complementary fields. Provide enriching opportunities for Artists and their audiences to interact, inspire, mentor and collaborate.

↖ ↗ EXTERNAL ↙ ↘ **PRIORITY**

PARTNERSHIPS



Maintain, **STEWARD** and **EXPAND** strategic partnerships



Expand the **REACH** and **RESOURCES** of Arts For All.

- 1 Foreground relationships in everything we do.
- 2 Develop a stewardship culture.
- 3 Create events to engage audiences.
- 4 Identify and develop databases to track current and potential donors and partners.
- 5 Strengthen donor relationships with tailored acknowledgment and recognition programs.
- 6 Initiate and implement an annual fund-raising campaign.

EXTERNAL PRIORITY

V I S I B I L I T Y



Expand **AWARENESS** and **PROFILE** of the organization and programs.

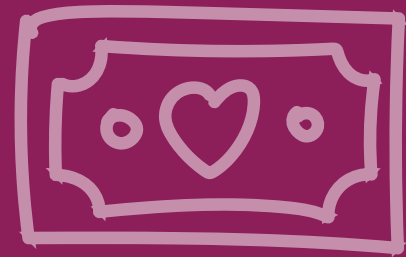


Leverage the visibility of the **HCA BUILDING**.

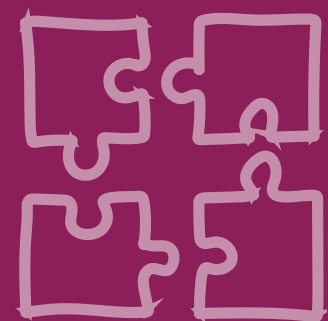
- 1 Engage media to tell the story and communicate the milestones and activities of Arts For All.
- 2 Create a social media strategy and presence.
- 3 Develop a strategy for and launch an e-newsletter.
- 4 Integrate a direct mail program.
- 5 Connect and engage micro-influencers in the region.
- 6 Create signage and recognition strategies in the HCA Building.
- 7 Engage the HCA community in Arts For All activities and opportunities

EXTERNAL PRIORITY

S U S T A I N A B I L I T Y



Explore **SOCIAL ENTERPRISE** opportunities.



DIVERSIFY revenue sources.

- 1 Build an ArtsMatter business model designed to lead arts workshops for community partner staff professional learning .
- 2 Ensuring an accessible and dedicated green space and infrastructure for modelling arts ready space and staff.
- 3 Broaden fee-for-service offering (online resources, e-books, downloadable tools, etc.). Create and expand individual contribution and donation strategies and activities.
- 4 Develop and implement an in-kind donation strategy.
- 5 Plan annual special events to include more sponsorship opportunities.
- 6 Invest in a robust Major Gift Program.
- 7 Introduce planned giving opportunities (including investment income).

INTERNAL PRIORITY

S U C C E S S I O N



SUCCESSION PLANNING

for Staff and Board roles to support organizational sustainability and resilience.



Intentionally **MENTOR** and **DEVELOP** talent for young emerging leaders through formal and informal training and learning opportunities.

- 1 Identify resources to support succession planning.
- 2 Continue leading and developing legacy capacity for HCA | AFA | HCADT.
- 3 Highlight and communicate the work of ArtWorks and its alumni, e.g., webpage, spotlights, features, community events.
- 4 Create an alumni list and themed event.
- 5 Diversity pool of staff and board member candidates (consider top talent in surrounding areas and region).
- 6 Map out organizational charts with roles and responsibilities to identify clear processes, areas of strength, and opportunities for growth.

INTERNAL PRIORITY

BOARD DEVELOPMENT



Develop clear **POLICIES** and **PROCEDURES** to support Board and staff accountabilities.

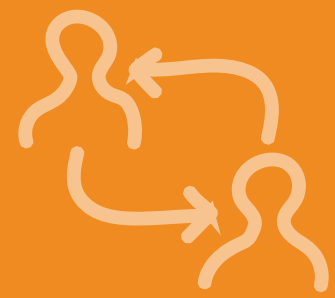


Regular and ongoing **RECRUITMENT** initiatives.

- 1 Develop policies, and update and complete a Board Manual.
- 2 Develop a recruitment policy, matrix and calendar.
- 3 Focus on recruiting a member with HR experience.
- 4 Create an alumni list and an event focused on alumni.
- 5 Integrate team building and professional development opportunities for staff and volunteers (including Board Members).

INTERNAL PRIORITY

OPERATIONS ENHANCEMENT



Develop and implement clear **POLICIES** and **PROCEDURES** to support organizational administration including but not limited to Human Resources.



Enhance operational **STANDARDS.**

- 1 Identify and engage resources to develop a policy manual.
- 2 Standardize, bolster and formalize policy for hiring, remuneration and HR processes.
- 3 Reach out to Imagine Canada regarding new HR Toolkit:
guide.hrintervals-intervallesrh.ca



IM△GINE
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