

camrose  
arts  
society

MOVE • *inspire* • CREATE

## Strategic plan

Revision 1 Spring 2023



<b>Introduction</b>	<b>3</b>
<b>History</b>	<b>3</b>
<b>Mission</b>	<b>4</b>
<b>Vision</b>	<b>4</b>
<b>Definition of ‘Art’ and ‘Artist’</b>	<b>4</b>
<b>The Future (2023 -2026)</b>	<b>5</b>
Organizational/Structural	5
Board Recruitment	5
Relationship with the City	5
Financial stability	5
Membership	6
CAS Membership Framework (ratified)	6
Fundraising	8
Sponsorship or Partnership (ratified)	8
Website (in development)	9
<b>Promoting and Supporting Arts in our Community</b>	<b>9</b>
Developing artists and supporting arts organizations	10
Virtual Art Gallery (in development)	10
Specialized Arts workshops (2023-2026)	10
Art Gallery / CAS Artist Hub (2028)	10
Connectivity to Arts through Arts - City Wide Arts Programming	11
Current Programming	11
The City as a Gallery Project	11
Camrose Art Walk	11
Future programming (2026-2028)	12
Arts Access Fund (working title)	12
Flagship Event/s (2 or 3/year)	12
<b>Measures for success</b>	<b>12</b>
<b>Conclusion</b>	<b>13</b>

## Introduction

The Camrose Arts Society (CAS) is a nonprofit organization that promotes, nurtures and supports the arts for the enrichment of community life. The society is composed of a volunteer Board of Directors and its members (individuals and groups). On February 29th 2020, the CAS engaged its membership and executive in a strategic planning day. This document reflects the planning that went into that day, the adjustments due to the current reality of the organization and the world around us. The CAS is grateful to all our members who shared their insight, creativity, passion and vision that day. *This document was further reviewed on January 9 & 17, 2023.*

## History

In 1979, the Camrose Arts Society became an incorporated organization, complete with charitable status. When the CAS was first created the organization filled a much needed space in the arts scene as there was no department within the City of Camrose for arts and culture. In 1995, with the cooperation of the City of Camrose and the Camrose Co-op, the society moved into its new home, the Chuck MacLean Arts Centre. The CAS hired its first director who was then hired by the City of Camrose. This director proceeded to fill two roles; one with the City of Camrose and one with the CAS. This long standing relationship and partnership with the City of Camrose and its Arts Director lasted for over 30 years until the director's retirement.

*City of Camrose Regional Recreation Master Plan*

<https://www.camrose.ca/en/your-government/resources/Documents/2019-Regional-Recreation-Master-Plan.pdf>

The CAS's relationship with the City of Camrose was beneficial over the years, however the landscape and need within our community has changed. With the Arts Director's retirement in Dec. 2019 and the subsequent structural changes within the City of Camrose, the CAS reexamined its role within the community and how we might best be of service to our arts community on the whole. There are two City of Camrose agencies that contribute to the arts in Camrose in addition to the the work that the CAS does:

1. **The Camrose Arts Council** is a city formed committee consisting of two city council members and five members at large. They follow a comprehensive Arts and Culture Master Plan (2016) that closely aligns with the CAS Masterplan. This committee is responsible for distributing the grant money set aside by the city for arts and culture.

2. **The Chuck Mclean Art Center** is a city owned facility that hosts art and dance classes and rents out the facility space to community members.

The goals of the CAS are to be responsive to the needs of our community and act in partnership with the Camrose Arts Council and or the City of Camrose in an arms length capacity to assist and lead, in part, the actualization of the City of Camrose's Arts and Culture Master Plan (2016). The Camrose Arts Society strives to engage with artists, developing artists, organizations, and art enthusiasts which is a key piece in the City of Camrose Arts and Culture Master Plan (2016). The CAS will engage and support established and developing artists and arts organizations/groups within the city and county of Camrose as was first envisioned in 1979.

## Mission

The Camrose Arts Society is a nonprofit organization that promotes, nurtures and supports the arts for the enrichment of community life.

## Vision

The Camrose Arts Society envisions being the hub for a vibrant artistic Camrose community, a place where artists, explorers of art, enthusiasts and community arts organizations/groups collaborate, engage and create together.

Through:

- Supporting artists and arts organizations/groups of all types (visual, performing, literature, cinematic) through specialized workshops, programs and events based on needs of the membership.
- promoting the value of the arts in all forms and its capacity to create community connectivity through city wide initiatives and events.
- increasing accessibility to the arts
  - locational arts activities that promote and increase the awareness and experience of arts and creativity in all forms for citizens (through courses, workshops, demonstrations, lectures, exhibitions)

The Camrose Arts Society envisions a large membership of experienced and developing artists, arts groups, arts organizations, and arts enthusiasts who are actively engaged in the Camrose Arts Society and therefore helping to shape the arts environment in Camrose and area.

The Camrose Arts Society envisions stable operating funding in order to maintain an administrative infrastructure of an arts director with additional staff to manage its programming and service offerings for its members.

## Definition of 'Art' and 'Artist'

The Camrose Arts Society uses a broad definition for the term 'artist' and 'art'. An 'artist' is one who explores life with creative self expression through a multitude of mediums and modality either as profession, a regular hobby or casual interest. The Camrose Arts Society understands art/artistic expression to come in many forms; 'art' as with beauty lies in the eyes of the beholder and creator.

## The Future (2023-2026)

### Organizational/Structural

#### Board Recruitment

The CAS is actively recruiting new board members to chair various initiatives. Diversity is an important value in our board recruitment strategy (this includes diversity in arts background, personal culture and experience level in a variety of fields). We aim to recruit specific skills sets related to events and program management, communications, grant writing, ~~organizational development~~ *board development*.

( <https://www.alberta.ca/board-development-program.aspx> )

#### Relationship with the City

The CAS aims to maintain storage and a regular office space within the Chuck McLean Arts Centre and to develop a cost effective rental agreement for program activities. The CAS seeks to explore possibilities of an additional partnership with the City of Camrose and the Camrose Arts Council by facilitating the creation of the arts hub, and connecting artists in the community. CAS will apply for recurring funding from a permanent position on the City of Camrose's yearly budget. CAS would also like to explore the possibility of a community art gallery set up in a designated space.

#### Financial stability

The Camrose Arts Society aims to participate in the next available ArtVest program.

( <http://www.businessandarts.org/artsvest/> )

This program is a Business / Arts' national mentorship training program that works directly with small to mid-sized arts organizations, equipping them with training and resources to help build sustainable partnerships with businesses and increase capacity and investment in the arts. This will enhance our capacity as an organization to follow through on our aim of financial sustainability. A 1/3 model will be developed and a budget forecast is in development for maintaining financial stability. 1/3 operating funding through grants, 1/3 membership and net fees, 1/3 annual fundraising campaign and partnerships with additional funds sought for initiatives through project based grants. A financial forecast and budget will be developed annually.

Financial stability will be sought through a number of avenues including:

- Operational funding will be applied for through the Alberta Foundation for the Arts Community Operational Assistance Program. (This grant is based on past programming)
- Operational funding will be sought through the City of Camrose by requesting the CAS is allotted city funds from the city budget, similar to the arrangement with the Camrose Railway Museum.
- Membership fees will be collected annually
- Net fees from specialized workshops, events and other initiatives will be collected as events proceed
- Annual fundraising campaign
- Sponsorship and partnership agreements for events, programs and overall CAS operations to be developed
- Project based grants will be sought from a number of avenues
- Corporate sponsors

#### **Web site links:**

<https://www.alberta.ca/cultural-industry-grants.aspx>

<https://www.affta.ab.ca/funding/find-funding>

<https://www.alberta.ca/culture-and-status-of-women-grants.aspx>

<https://albertabusinessgrants.ca/grants/alberta-culture-days-grant/>

<https://www.artstouring.com/resources/alberta-funding-options/>

#### **Membership**

Becoming a member of the Camrose Arts Society allows for a venue for artists and organizations to connect with each other, collaboratively respond to their needs and to provide insight and feedback to the CAS executive board and set direction for the society. The CAS executive board (through ~~our~~ the membership on the Camrose Arts

Council) provides information/insight and data from our membership to the City of Camrose Council and leadership.

CAS Membership Framework (ratified)

- *Art Enthusiasts*
- *Artist*
- *Organization/Business*
- *Patron*

*i. Art Enthusiast*

1. *Cost - Free*
2. *Benefits: Monthly Newsletter*
3. *No membership or vote at Annual General Meeting*

*ii. Artist: defined, as anyone who creates original work: visual artists, writers, musicians, performers, photographers, and technicians*

1. *Cost - \$40 annually*
2. *Membership for year (January 1 to December 31)*
3. *Benefits:*
  - a. *4 images in our online gallery (option to renew your images every 4 months)*
  - b. *Discounted cost to participate in the Camrose Art Society Events*
  - c. *Promotion of members' public shows on our social media pages.*
  - d. *Artists are listed on our membership page with a link to their website or professional social media page or linked to an email (artist's choice).*
  - e. *Members may attend and vote at any Annual General Meeting, General or Special meetings of the society.*

*iii. Organization/Business*

1. *Cost - \$75 annually*
2. *Membership for year (January 1 to December 31)*
3. *Benefits*
  - a. *Promotion of members' public shows on our social media pages.*
  - b. *Organizations are listed with their logo or selected image on CAS membership page with a link to their website or social media account. (Artist's choice)*



- c. *A designated member may attend and vote at any Annual General Meeting, General or Special meetings of the society.*
- d. *CAS can apply for grants on the behalf of not incorporated clubs and groups*
- e. *CAS acts as a donation flow through agent for the member who does not have CRA - Charitable Registration Number.*

iv. *Patron of the Arts (Can be Anonymous)*

- 1. *Cost: Open donation or \$100 or more*
- 2. *Benefits:*
  - a. *Charitable donation tax receipt*
  - b. *Newsletter*

- ~~Art Enthusiast – access to the newsletter~~
- ~~Developing Artist – beginning artists~~
- ~~Artist – established artists~~
- ~~Organization – company/school/group~~
- ~~Patron~~

Each new member is free to self determine whether they are a “developing artist” or an “artist”

1) ~~Art Enthusiast~~

- a) ~~Cost – \$10~~
- b) ~~Membership for year (January 1 to December 31)~~
- c) ~~Benefits: Monthly Newsletter~~

2) ~~Developing Artist~~

- a) ~~Cost – \$25~~
- b) ~~Membership for year (January 1 to December 31)~~
- e) ~~Benefits:~~
  - i) ~~2 images in our online gallery (option to renew your images every 6 months)~~
  - ii) ~~Discounted cost to participate in the Camrose Art Walk~~
  - iii) ~~Members may attend and vote at any Annual General Meeting, General or Special meeting of the society.~~

3) ~~Artist~~

- a) ~~Cost – \$50~~

~~b) Membership for year (January 1 to December 31)~~

~~e) Benefits:~~

- ~~i) 4 images in our online gallery (option to renew your images every 4 months)~~
- ~~ii) Discounted cost to participate in the Camrose Art Walk~~
- ~~iii) Promotion of your public shows on our social media pages.~~
- ~~iv) Artists are listed on our membership page with a link to their website or professional social media page or linked to an email (artists choice).~~
- ~~v) Members may attend and vote at any Annual General Meeting, General or Special meeting of the society.~~

~~4) Organization~~

~~a) Cost - \$100~~

~~b) Membership for year (January 1 to December 31)~~

~~e) Benefits~~

- ~~i) CAS acts as a donation subsidiary (The word 'subsidiary' does not fit this situation. CAS act as a flow through agent for the member who does not have CRA - Charitable Registration Number).~~
- ~~ii) Co-applicant on grants for your club/society/group (This is only done when a group is not incorporated under provincial regulations)~~
- ~~iii) Organizations are listed with their logo or selected image on CAS membership page with a link to their website or social media account.~~
- ~~iv) Members may attend and vote at any Annual General Meeting, General or Special meeting of the society.~~

~~5) Patron~~

~~a) Cost::~~

~~b) Membership for year (January 1 to December 31)~~

~~e) Benefits:~~

Other benefits of membership are being developed and may include access to meeting space, access to specialized equipment, discounted registrations for events and workshops.

## Fundraising

Once the annual programming plan has been created a fundraising plan will be created to complement and address funding needs on an organizational and program level. This includes developing sponsorship and partnerships with organizations within Camrose and the area.

## Sponsorship or Partnership (ratified)

The CAS will actively pursue sponsorship and partnership opportunities with businesses and organizations.

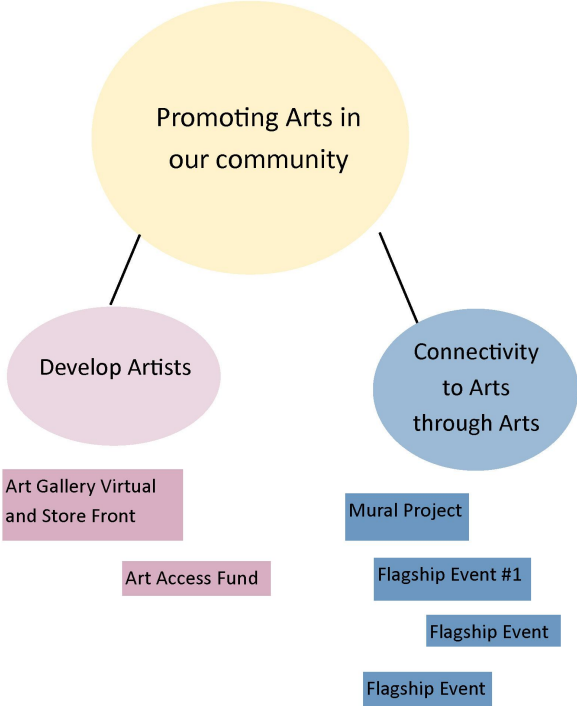
- 1) Sponsorship
  - a) Description:
    - i) Providing a directed sponsorship for a specific project or event
    - ii) Providing a gift to be used at the discretion of the CAS for programs, capital projects or staffing
  - b) Benefits:
    - i) Sponsor's logo will be displayed on the Sponsorship/Partnership page on our website that also links to their website.
    - ii) Sponsor's logo will be displayed on the relevant project page or event page of the website that the business or organization is supporting.
- 2) Partnership
  - a) Description:
    - i) An organization or individual becomes a partner with CAS by entering into an agreement with CAS to financially support the administration/planning of a singular event or ongoing program in its entirety or partially.
    - ii) Specific terms to the agreement are negotiated.
  - b) Benefits:
    - i) Partner's logo will be displayed on our Sponsorship/Partnership page on our website that also links to their website.
    - ii) Partner's logo will be displayed on the relevant project page or event page of the website that the business or organization is supporting.
    - iii) Partner's logo will be displayed on any and all print material associated with the partnership of a singular event or program as per an agreement.

- iv) Partner's logo will be displayed on any merchandise created that is associated with the partnership of a singular event or ongoing program as per an agreement.
- v) Partner's business or organization will be associated with supporting the arts in our community.

#### Website (in development)

- Includes an artist gallery of members' works, database of artists within the community (membership), database of arts organizations within the community complete with limited visual images of the artists work and links to organization members' websites or acting as a landing page for smaller groups with no websites.
- Events and programming offerings and registration portal
- Volunteer opportunities for events operated by the CAS and possible member organizations events
- Membership purchasing portal
- Sponsorship details
- Donation portal
- Engagement Surveys related to CAS programming and direction.

# Promoting and Supporting Arts in our Community



## Developing artists and supporting arts organizations

The Camrose Arts Society aims to support developing and experienced artists and organizations alike. The current initiatives include a virtual online art gallery with a larger goal of creating a storefront gallery/artist hub. The CAS supports organizations/groups with grant applications. CAS also aims to provide specialized workshops for both artists and organizations.

### Virtual Art Gallery (in development)

- The virtual art gallery portion of the website is a valuable membership perk.
- The gallery is a virtual way to support the development of artists with public exposure
- A single location for community members to reach artists of all kinds within our community

### **Specialized Arts workshops (2023 - 2026)**

- Workshops for skills development including but not limited to organizational development and grant writing.
- Workshops for technical artistic capacities such as specialized techniques or arts training as requested/needed by the membership that would not/could not be normally offered at the CMAC.
- Resilience training for arts groups
- CAS board development and retention

### **Art Gallery / CAS Artist Hub (2028)**

- The CAS would like to have it's own space for an art gallery, artist residencies, office space for CAS staff. The space will ideally include a workshop and meeting space for the membership and public to engage and participate in various activities and workshops.
- The CAC is supportive of a physical art gallery and artist hub. There may be some collaborative possibilities here.

## Connectivity to Arts through Arts - City Wide Arts Programming

The CAS aims to develop community programming that maximizes engagement and exposure to various arts activities.

### **Current Programming**

#### **The City as a Gallery Project**

Building on the Camrose Arts Society's Annual Art Walk, the City as a Gallery Project is an ongoing public arts project involving multiple sites for visual (accessible and possibly interactive) art. Businesses, Camrose residents and the City of Camrose are invited to participate in and grow the project in multiple ways eventually creating a permanent visual art landscape throughout Camrose.

This project has a larger goal of creating and maintaining a vibrant community through the arts. The City as a Gallery project began with the creation of murals on the downtown public washrooms as a catalyst within our community (phase one). Riffing off placemaking as a concept, we aim to use our public streets as canvas, creating a "living room gallery" within Camrose. Our project began with this mural, engaging our neighbours in community with a common goal.

#### **Camrose Art Walk**

The Camrose Art Walk has been a long-standing signature event that ran from April to September throughout the community. It provides community members, artists and businesses with exposure to other artists and appreciation of their work. The event operates in multiple locations throughout the summer months and has two rotations of displays. The event can be expanded on through partnership with the downtown market to have an arts market added to the evening market for one or two dates in the summer.

#### **Art Walk through the Gardens**

The initial event was held July 16 of 2022. It was very well received so this could become a signature event as well. There were 10 local gardens that hosted artists who demonstrated their craft as people toured the gardens. The artists were very happy with the exposure they received and the sales they made.

#### **Board Development**

## Future programming (2026-2028)

### Arts Access Fund (working title)

- Provide support to individuals looking to engage in arts activities in the community
- Provide support to the CAS members for their programming (grants, funding)

### Flagship Event/s (2025 - 2026)

CAS to deliver one flagship event/year (work up to 2 or more/year) that the community gets really excited about

Month	Event	Description of The Event
January	Membership Drive	Email members reminding of the renewal date of their CAS Membership
February		
March		
April	Poetry Workshop or Contest	Poetry Month - April is Poetry month in Canada -
May		
June	Jaywalkers	Have a Booth to promote public awareness of CAS and what a membership could provide individuals with - we could schedule some activities like speed painting...play doh sculpture for kids... artists could demonstrate and sell pieces of their work - try and sell some memberships
		Arts in the Park - Different Activities taking place around the walking path surrounding the lake west of Coop. This arts celebration could happen in and around Mirror Lake Park with food trucks in the parking lot.
		Artwalk on side street
July	Art Walk through the Gardens	10 host gardens with Artists at each garden demonstrating, and selling their work- this would be the second annual event
August		
September	Alberta Culture Days	Studio Tours -Participants tour the artist's studios, Artist can demonstrate and sell finished pieces
October	Concert	
November	Art and Craft Sale	This could be a collaborative venture with local restaurants who could sell appetizers at the same time - Musicians could be playing
December	New Years Eve Party	Have Local artists mentor a high profile community resident in the production of an art piece for auction: Community residents could include the mayor , chief of police,



		doctors, lawyers, etc.
		<b><i>Future Ideas</i></b>
		Artist in Residence
		Arts & Food Festival In and around Mirror Lake with food vendors
		Taste of Camrose -Park, downtown or LPAC
		Arts in the Park - revamp & revisit
Family day		A winter skating festival and skating path on Mirror Lake
		BiAnnual Arts Summit

## Measures for success

Success will be measured through a number of methods depending on that which is measured. Specific measurements and goals will be set according to the current strategic plan.

- 1) Membership will be measured on the number of memberships purchased on a yearly basis and the active participation of members in utilizing their benefits and attending workshops, and annual meetings.
- 2) Financial stability will be measured by dollars achieved in each area (operating grants, sponsorship, partnerships, program grants) and how it meets or does not meet funding required in the annual budget.
- 3) Event and program success will be measured based on participation of members, number of volunteers successfully engaged, number of tickets sold, workshop fill rates and satisfaction surveys filled out by patrons, volunteers and members after the events/program.
- 4) Attainment of physical goals (online art gallery, art gallery/storefront, fruition of program objectives ie. # programs offered and delivered)

## Conclusion

The current global situation and other structural changes in our community have provided an opportunity for the Camrose Arts Society to re-envision what might be possible and what its role in the Camrose community will/can look like. The mission and vision can be made possible with the engagement of volunteers, building our membership and the further reimagining of our partnership with the City of Camrose in a mutually beneficial way. With creativity, collaboration and much planning we move

forward in our desire to further support, engage and build a community of artists and art enthusiasts.