

## **A/P Strategic Plan - 2020-2023**

Approved February 2020

### **Vision**

“Inspire, Print, Connect”

### **Mission**

*A/P is an artist-run center that **cultivates an inclusive and collaborative environment** to learn about printmaking, to create printed works, and to pursue exciting artistic opportunities. After thirty years, this identity drives us as we continue to evolve to meet the needs of our growing and thriving community.*

*We stand out because of our studio facilities and our quality gallery exhibitions, but it is our exceptional community of artists, members, volunteers, collaborators, and public supporters that make us who we are - an artistic hub for creative minds to connect, create, and celebrate printmaking*

*We are a place where people connect to:*

- Celebrate, exhibit, and learn about printmaking
- Experiment, share, and discover
- Pursue artistic opportunities

### **Mandate**

*Note: The organizational mandate constitutes the foundation of what an organization must accomplish as a means to remain connected with the fulfillment of the vision and mission statements*

- Ensure sustainable non-profit business practice
- Provide a publicly accessible working space for artists
- Provide educational opportunities to learn hands-on printmaking techniques
- **Showcase high calibre exhibitions that feature compelling print-media of a professional standard**
- Provide a safe and supportive environment to create and explore artistic concepts.
- **Increase our directed efforts to support and celebrate professional artistic practice in print media (connected to residencies, artistic projects, emerging artist opportunities, etc.)**
- Raise the level of artistic understanding in all the communities/public/and among visual arts practices

### **Values**

*We see printmaking as a vital part of contemporary art and culture.*

*We are welcoming.*

*We are supportive.*

*We love all things printmaking.*

## Goals

1. Increase revenue generation of the organization to fund the extra capacity and to build a cash reserve.
2. Increase the execution capacity (human resources) of the organization to meet both the existing and increasing demands.
3. Increase exposure of and engagement with A/P.
4. Strengthen programming and service provision to bring in more human engagement - we are here for the community and the public.

STRATEGIES	OBJECTIVES
<b>GOAL #1: Increase revenue generation of the organization to fund the extra capacity and to build a cash reserve.</b>	
1. Increase earned income from existing operations.	Increase earned income year over year from 2020-2023 in the following categories: <input type="checkbox"/> Rentals/studio materials: 8% increase in each fiscal year <input type="checkbox"/> Workshops: 5% increase in each fiscal year <input type="checkbox"/> Service and supplies: 8% increase in each fiscal year <input type="checkbox"/> Membership: 15% increase in each fiscal year
2. Increase fundraising efforts and private sector revenue to build cash reserve.	<input type="checkbox"/> Increase fundraising efforts and annual revenue outcomes. <input type="checkbox"/> Secure Private Sector monetary sponsorships in the total amount of \$100,000 over 3 years.
3. Apply for a Canada Council Project Grants to become eligible to apply for the Canada Council for the Arts Operational Funding.	Move forward with applying for 2020 grant opportunities: <input checked="" type="checkbox"/> Composite Grant for Sector Innovation and Development: <i>Looking to the Future - Business of Art + Printmaking for Emerging Treaty 7 Artists</i> - A collaborative program between Sophia Lebessis (owner of Transformation Fine Art) and A/P. <input checked="" type="checkbox"/> Project Grant for Concept to Realization: <i>Open Book</i> - A collaborative program between Loft 112 and Alberta Printmakers.
4. Obtain Charitable Status to improve ability to attract donations from patrons, sponsors and benefactors.	<input type="checkbox"/> Submit application by March/April 2020.
<b>GOAL #2: Increase the execution capacity (human resources) of the organization to meet both the existing and increasing demands.</b>	
1. Increase the number of paid hours for existing staff and move toward employing a 3rd paid position.	<input checked="" type="checkbox"/> Increase Executive Director hours by 5 hrs/week in 2020/2021 to a total of 35 hours/week <input checked="" type="checkbox"/> Increase Studio Director hours by 5 hrs/week in 2020/2021 to a total of 18 hours/week <input type="checkbox"/> Increase Studio Director hours to 30 hours/week in 2021/2022 <input type="checkbox"/> Evaluate progress toward capacity to hire a 3rd staff member during the 2021/2022 year for possible hiring in 2022/2023.
2. Increase volunteer capacity.	<input type="checkbox"/> Grow volunteer base - increase the number of volunteers and the efficiency of the volunteer base. <input type="checkbox"/> Delegate regular day-to-day tasks to regular volunteers.
<b>GOAL #3: Increase the exposure of and engagement with A/P.</b>	
1. Increase exposure and engagement with current and potential sponsors, funders, and donors.	<input checked="" type="checkbox"/> Develop fund development strategy based on Artsvest training (Ongoing) <input checked="" type="checkbox"/> Identify and approach prospective sponsors, funders, and donors. (Ongoing) <input type="checkbox"/> Improve stewardship of current sponsors, funders and donors.
2. Increase exposure and engagement with the public: Arts community, Students, General public	<input type="checkbox"/> Increase attendance at A/P's Main Space Gallery, including opening receptions . <input type="checkbox"/> Continue community partnerships with the arts community and local businesses. <input type="checkbox"/> Offer emerging artist studio residency initiative (i.e., waving rental fees for a 2-month period for successful applicants).
3. Increase exposure and engagement with internal stakeholders: Gallery visitors, Facility users (renters), Membership, Students, Staff, Volunteers	<input type="checkbox"/> Improve membership and renters database for improved tracking and communications. <input type="checkbox"/> Improve and streamline volunteer incentive programs. <input type="checkbox"/> Develop volunteer/member appreciation initiative.
<b>GOAL #4: Strengthen programming and service provision to bring in more human engagement - we are here for the community and the public.</b>	
1. Strengthen promotion of all programming, services and activities.	<input type="checkbox"/> Improve online promotions. <input checked="" type="checkbox"/> Expand media list for press releases and prepare press releases and print promotions further in advance. (ongoing)
2. Increase and strengthen educational programming throughout the Gallery and Studio.	<input type="checkbox"/> Increase the number and range of studio workshops offered. <input type="checkbox"/> Consider holding supported community print nights at a reduced rental fee. <input type="checkbox"/> Hold regular paid (CARFAC fees) artist talks corresponding to gallery programming.
3. Improve and grow the gallery and studio facility.	<input type="checkbox"/> Continue progress toward safer materials and processes. <input checked="" type="checkbox"/> Sell current lithography press; bring in Griffin Convertible Press in March/April 2020. <input type="checkbox"/> Streamline and update studio/rental procedures to accommodate current and expected growth.