



Maple Ridge and Pitt Meadows Arts Council

STRATEGIC

PLAN

2023-2026

VISION | MISSION | VALUES



Vision

To bring the arts to
the heart of our
community



Mission

We work in partnership
with the community to
develop, promote and
celebrate the arts



Values

Leadership
Collaboration
Integrity
Diversity
Accessibility
Innovation
Enjoyment

STRATEGIC PLAN OVERVIEW



This strategic plan encompasses a time of significant change in the Maple Ridge-Pitt Meadows area. The COVID-19 pandemic has disrupted many sectors, none more so than the arts. The MRPM Arts Council/ ACT Arts Centre has weathered closures, limits on gathering sizes and rebuilding of public trust in returning to large indoor activities.

In addition, the region has experienced an unprecedented growth in population. The demographics have shifted, with a significant increase in the number of young families and a greater diversity of cultures and origins. In many areas of the Arts Council's four programming areas- the theatres, learning programs, the art gallery and community events and activities - programming, demand has increased, while in others, participation has not yet achieved to pre-pandemic levels.

Over the three years envisioned in this plan, The MRPM Arts Council/ACT Arts Centre will be focused on the following sequential goals:

- ▶ Stabilize staffing and develop a sustainable staffing structure to support increased capacity;
- ▶ Broaden programming to reflect the diversity of Maple Ridge communities;
- ▶ Deepen relationships with all program participants and with local partners



PROGRAMMING MANDATE



The ACT recognizes it is a community-serving organization, obligated to provide a diversity of programming to reach, attract and serve its population. The MRPM Arts Council and ACT Arts Centre is committed to:

- ▶ Presenting high-quality exhibitions and performances featuring primarily Canadian artists;
- ▶ Bringing a diverse balance of artistic and educational programming;
- ▶ Developing The ACT Arts Centre as an inclusive centre for arts and culture within the community, appealing to a wide range of interests and ages;
- ▶ Creating mutually beneficial opportunities within our resources, with other not-for-profit arts and community organizations that will strengthen and diversify the cultural sector;
- ▶ Encouraging and supporting local artists and arts organizations through the execution of our vision, mission and values.



KEY PROGRAMMING & AREAS OF SERVICE



ACT PRESENTS SERIES

A primarily live performance series with music, theatre, dance, variety, family and other genres, the Presenting series serves the regions through a variety of genres. The ACT Presents is currently rebuilding after COVID, to bring audiences back to live entertainment.

OBJECTIVES

- Return to, and maintain, pre-pandemic performances levels, leveraging The ACT's experience that weekend productions are most desirable for patrons.
- Increase audiences using three key strategies – attracting new patrons aligned with the changing demographics of Maple Ridge and the surrounding areas, win back former patrons, and encourage greater participation among existing patrons.
- Increase audiences by programming diverse experiences aligned with changing demographics, including families.

ART GALLERY

The Arts Gallery offers 5-6 exhibitions a year featuring professional and community artists. The goal is to be reflective of the community, which is growing in diversity and increasingly including families.

OBJECTIVES

- Maintain 5-6 exhibitions a year in the main Gallery.
- Increase diversity of mediums and cultural backgrounds of artists.
- Grow relationship between Arts Learning and Art Gallery areas, expanding engagement offerings for each exhibit, focusing on families and youth.

ARTS LEARNING PROGRAMS

Arts learning programming for all ages has seen a strong return to in-person attendance. Programs take place at The ACT and when capacity allows, at satellite locations such as the Albion Community Centre and several elementary schools. It operates with scarce resources, so, with a goal of stabilization, greater focus will be given to in-house activities, rather than increasing satellite locations.

OBJECTIVES

- Grow the relationship between Art Gallery and Arts Learning areas by creating and maintaining educational interactive content for Gallery exhibitions.
- Increase programming for children (under 5) and youth (12 – 18 years).
- Increase registrations per class to an overall 90% of capacity.
- Include programming with Indigenous focus and content.

COMMUNITY ENGAGEMENT

Community engagement programming includes a series of programs in collaboration with community partners which brings the community together for primarily free-of-charge celebrations. These events should be strategic with the goal of introducing new patrons to the facility and its programs and services.

OBJECTIVES

- In partnership with the City of Maple Ridge, program 4-5 free family-oriented activities each year, which promote a deeper engagement with The ACT's programming year-round programming.
- Develop and deepen relationships with Katzie and Kwantlen First Nations, Métis and other Indigenous peoples who are residents of the territory.

OPERATIONAL AREAS



Operational areas at of the MRPM Arts Council /The ACT support the functional program areas above.

GOVERNANCE

OVERVIEW

The MRPM Arts Council /ACT Arts Centre Board of Directors is made up of up to thirteen members elected from the membership. Three liaison positions representing the City of Maple Ridge staff and Council and School District 42 sit at the Board table and are non-voting. The Board operates as a governance board, setting policy and direction which is carried out by the staff.

The Board of Directors belong to a broader group of volunteers that are integral to the operations of The ACT Arts Centre. Volunteering has faced a number of changes over the pandemic period and The ACT is interested in ensuring it is operating under the best practices of volunteerism, at both the operational and board levels.

OBJECTIVES

- Increase and maintain the number of Board members to a full component of 12.
- Maintain diversity of Board by age, gender, industry, and cultural background.
- Improve the Board's engagement with individual Maple Ridge Councillors, MLAs and MPs.
- Operate with the best practices in volunteerism.
- Review and continue developing a reconciliation, equity, diversity, inclusion and access (REDIA) approach/framework to guide practices and organizational culture.

STAFFING (INCLUDING VOLUNTEERS)

OVERVIEW

The ACT Arts Centre's activity has expanded beyond pre-pandemic levels, but as a result of historic labour shortages, staffing has not returned to a similar level. Staffing and volunteer shortages have placed a strain on the existing staff and has resulted in little redundancy in positions and functions.

The MRPM Arts Council envisions developing a staffing structure that is optimal for current and future years. As a service-delivery organization, recruitment, and retention of qualified staff in all operational areas will be key to success.

OBJECTIVES

- Optimize staffing structure to ensure redundancy and efficiency in each department.
- Build to a core team of 60 volunteers.
- Develop a redundancy and succession plan for the Artistic and Executive Director position.

OPERATIONS/THEATRES

OVERVIEW

Operations/Theatres includes a wide range of areas that interact and connect with all organizational departments – including technical, event services, rentals, IT, and safety and security.

Strategic capital and maintenance planning is essential for supporting departmental objectives and on-going organizational development. A robust rental calendar contributes to the organization's growth and fosters community relationships.

OBJECTIVES

- Safeguard operational capacity through strategic capital planning with City of Maple Ridge, owners of the facility.
- Ensure the theatre is equipped to current standards, as needed for programming.
- Build a more robust and specialized call list for the tech department.
- Prioritize local rentals to maximize community engagement and partnerships.

AUDIENCE/PATRON ENGAGEMENT

OVERVIEW

Audience engagement intersects with all functional areas, maximizing participation within the programs and ensuring The ACT has a strong presence in the community. While some high-level objectives are mentioned in this plan, audience engagement will develop a much more detailed marketing plan.

OBJECTIVES

- Increase programming and tickets sales through larger marketing campaigns.
- Grow social media
- Implement a 360 approach to marketing through increased collaboration and streamlined processes.
- Ensure branding supports marketing across all platforms and media.

FINANCE

OVERVIEW

The pandemic illuminated the need for greater operational reserves while also providing substantial operating and recovery funding from the provincial and federal government, resulting in reserves to support the re-establishment of programming and audience base. Developing a fiscally-responsible and flexible investment policy and strategy for operating and capital reserves will be a major financial focus over the course of this plan.

A broader foundation for on-going fundraising is needed for long-term stability.

RESERVES

OBJECTIVES

- Increase the operational reserve to 12- 18 months of operating expenses.
- Ensure operational revenues sustain the organization.
- Develop an investment strategy for the short, medium and long term that includes investment and usage policies.

FUNDRAISING

OBJECTIVES

- Increase, retain and upgrade annual fund donor base.
- Develop an operational process to increase donor participation and engagement
- Maintain and grow corporate sponsorships and partnerships.