



Strategic Plan

2022-2024

Approved June 21 2022 by the Board of Directors



Introduction

For over 25 years the Art School of Peterborough has offered the Peterborough community opportunities to explore their creativity and build visual art skills. As the region's only community-based art school, we welcome over 500 students per year of all ages and experiences and provide a range of programs that suit all skill levels.

Throughout the COVID-19 pandemic **we have kept art alive** by working in new ways with our teachers and students. We developed a series of online workshops that reached new and broader audiences, we continued outreach by bringing art into the community and more recently we have returned to in-person programming.

With the goal of strengthening our foundation in this time of unprecedented change, we recently embarked on a planning process to develop a new Strategic Plan. This Plan will guide our work and decision making over the next 2 years. We will emerge stronger and poised for growth so that we can continue to do what we do best – **Connect. Create. Enjoy.** We recognize that as a charitable, non-profit organization, we must continue to build student enrolment and membership, we must continue to attract and retain talented staff, and we must continue to develop strong community support. And, as our community changes, we must evolve to meet their needs and continue to create opportunities for students, volunteers, and teachers to develop and grow their creativity and skills in a safe, welcoming, and inclusive environment.

Our Vision

Accessible Art for everyone

Our Mission

The Art School of Peterborough is dedicated to facilitating and encouraging the growth of creativity and skills in visual art forms for everyone.

Our Values

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| Supportive: | We are a community of possibilities offering students of all ages, teachers, staff, and volunteers opportunities to develop and grow in a safe and inclusive environment. |
| Professional: | We display professionalism in all that we do. |
| Charitable: | We maintain a charitable status to bring accessible art to everyone. |
| Welcoming: | We offer a safe place to take risks and we strive to create a welcoming environment for everyone. |



Our Strategic Priorities

Driven by our vision, mission, and values, we have established three strategic priorities that will focus our core functions, align our resources and structures, and guide our decision-making over the next two years. Our priority is to focus on our foundation so that we can be poised for growth. Our priorities are outlined at a high level below. This is followed by our commitment to implementing the plan and an outline of how we will achieve each priority.

Strategic Priority 1: Connect – Nurture our Team

Our team – staff, instructors, and volunteers – are the backbone and heart of our organization. Building a strong and connected team is key to our success. To create a culture of connection, we will focus our work on attracting and retaining qualified people and strengthening our governance structure. With this focus, we commit to building connections between instructors and volunteers, clarifying roles and responsibilities, sharing knowledge, and building capacity.

Strategic Priority 2: Create – Programs for Everyone

Creating accessible art for everyone is the core of what we do. We deliver a wide range of programs and must consider how our community is changing to ensure we continue to offer relevant art forms. We commit to creating a space that appeals to the beginner all the way to the expert and for everyone, of all ages, to feel welcome. We commit to reviewing and strengthening administration of our programs, and to continue community outreach to bring art to those who cannot come to us.

Strategic Priority 3: Thrive – Strengthen our Brand

Marketing and fundraising is critical for the sustainability of the Art School. We commit to building community awareness to reach different audiences and bring new students to the school. Community support is also important, and we commit to developing a fundraising plan that stewards our donors and outlines novel ways for us to raise funds.

Implementing our Strategic Plan

The Board of Directors commits to the following actions to ensure the successful implementation of our new strategic plan:

1. Support staff in the creation of annual operational plans that identify annual activities, key measures, and roles and responsibilities.
2. Monitor and measure effectiveness of the operational plan on a quarterly basis.
3. Continue to communicate progress to stakeholders on an annual basis.
4. At the end of the first year, with staff, complete a review of the strategic plan to



amend objectives and strategies if needed.

The Art School of Peterborough – 2022-2024 Strategic Plan

	Connect - Nurture our Team	Create – Programs for Everyone	Thrive – Strengthen our Brand
Goals	A strong, connected team with a clear understanding of roles and responsibilities.	Diverse programs that meet the changing needs of our community.	A growing student base and strong community support.
Strengthen our Foundation <i>Year 1</i>	<ul style="list-style-type: none"> ● Review staff, board, and volunteer job descriptions and roles & responsibilities. ● Review the Board recruitment and nomination process and undertake Board recruitment. ● Undertake board training (board structure and responsibilities). ● Rebuild connections with instructors, staff, and the board. 	<ul style="list-style-type: none"> ● Review programming efficiency and pricing. ● Consider organizing programs around skill level; First timers; dabblers (come one time); Skill builders (courses); and Connectors (artists who connect and want to create for the community). ● Continue to conduct outreach to schools and other communities. 	<ul style="list-style-type: none"> ● Develop a communications and marketing plan. ● Streamline and build efficiencies with communications and promotion. ● Develop a fundraising plan.
Ready for Growth <i>Year 2 and beyond</i>	<ul style="list-style-type: none"> ● Review and update policies and procedures (operational and governance). ● Develop a succession plan for staff (ED & Admin). ● Develop a succession and leadership plan for instructors. ● Offer instructor ‘teacher’ training. ● Review the instructor pay package. 	<ul style="list-style-type: none"> ● Explore a pilot project that offers a shorter class term. ● Expand beyond the Art School into community through partnerships to reach a broader audience and to improve accessibility. ● Expand online workshops and in person offerings to include more and new classes. ● Renovate the current space to improve accessibility and ventilation. 	<ul style="list-style-type: none"> ● Strengthen the membership program. ● Hold a referral drive. ● Consider rebranding the organization.