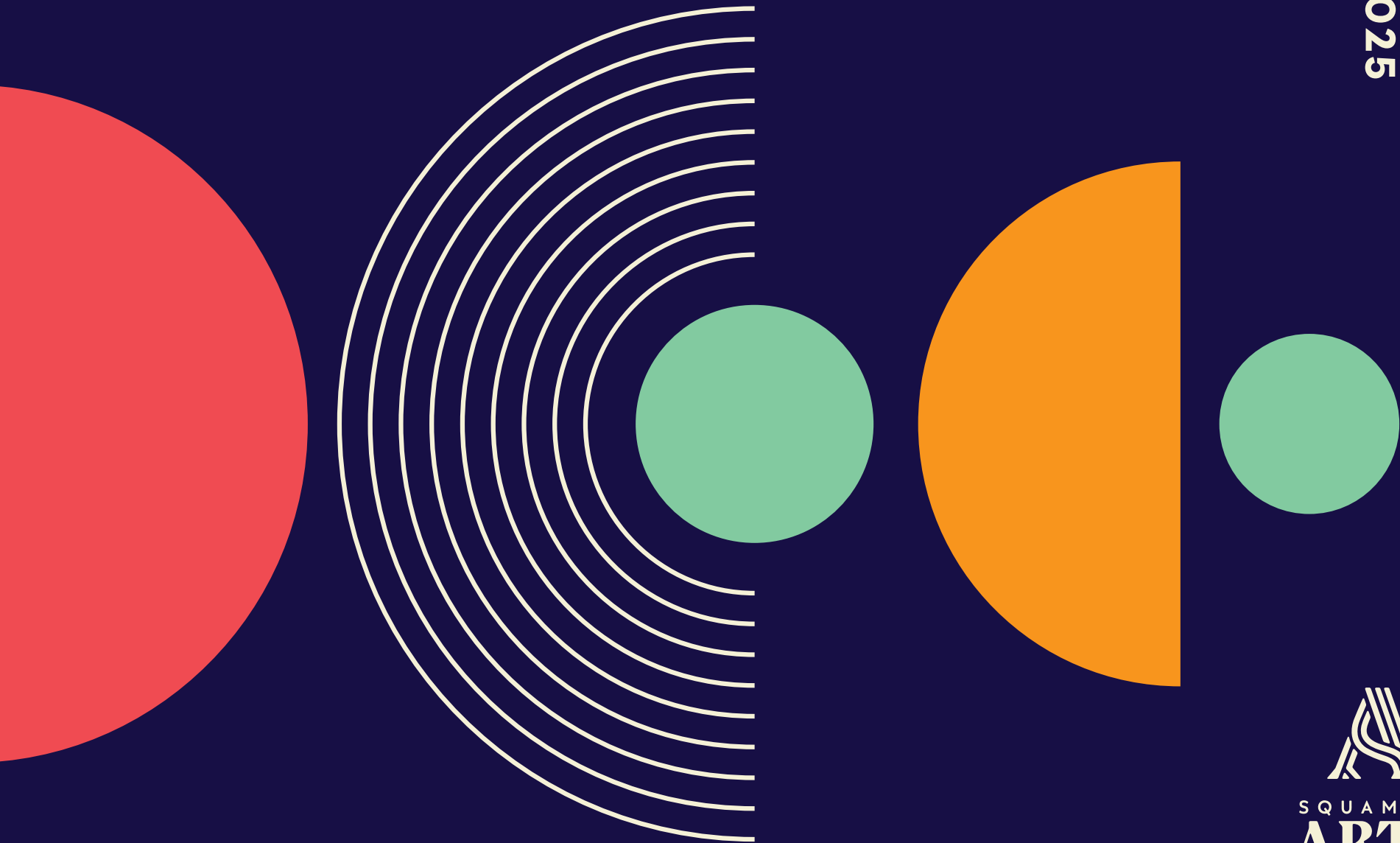


SQUAMISH ARTS COUNCIL

# Strategic Plan

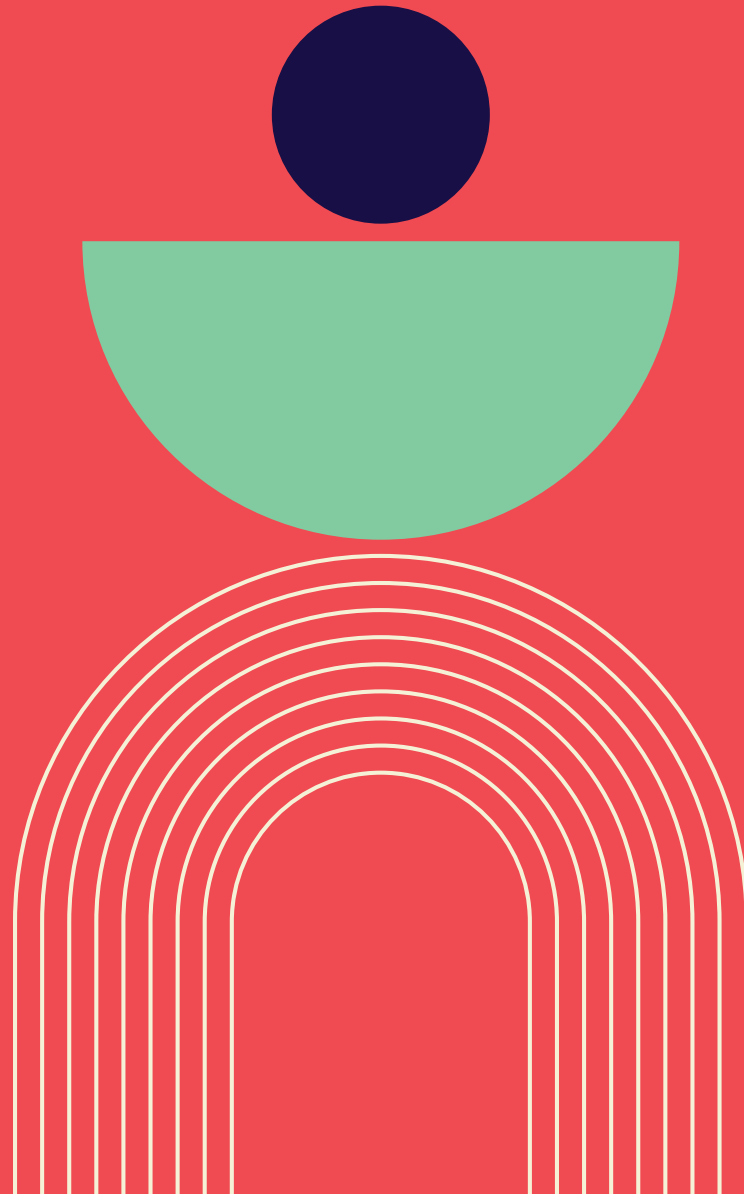
2022-2025



# To the Sk̓w̓x̓w̓ú7mesh Úxwumixw

Chet kw'enmantúmi (We thank you) and are grateful to live on this land.

The Squamish Arts Council honours that the lands on which we live, work and play are the unceded ancestral territory of the Squamish Nation. As an arts council, we work in keeping with the United Nations Declaration of the Rights of Indigenous Peoples, and commit to being active in our work towards Truth and Reconciliation.



# Contents

<b>1.0 Introduction</b> .....	<b>4</b>	<b>4.0 Strategic Priorities and Supporting Actions</b> .....	<b>16</b>
■ Context of Arts and Culture.....	4	■ STRATEGIC PRIORITY #1.....	17
■ Role of Arts Councils and SAC.....	5	■ STRATEGIC PRIORITY #2.....	18
■ Organization Synopsis.....	6	■ STRATEGIC PRIORITY #3.....	19
■ Project Background.....	7	■ STRATEGIC PRIORITY #4.....	20
■ Plan Overview.....	7		
■ Community Context.....	9		
<b>2.0 Engagement Process and Key Themes</b> .....	<b>10</b>	<b>5.0 Implementation</b> .....	<b>21</b>
■ Engagement Process.....	10		
■ Key Engagement Themes and Priorities.....	12	<b>Appendix A: Sounding Board Example</b> .....	<b>22</b>
		<b>Appendix B: Engagement Report</b> .....	<b>23</b>
<b>3.0 Our Vision</b> .....	<b>14</b>		
■ Our Brand.....	15		
■ Our Values and Drivers.....	15		

Thanks to the Squamish Arts Council Board and Staff, and to the community whose voices helped shape this plan.

*The sketches herein are the contributions of Board Members during planning—thank you.*

# 1.0 Introduction

## Context of Arts and Culture

The importance of arts and culture is globally recognized as critical to building strong and sustainable communities. The United Nations has identified the creative economy as one of the world's fastest growing sectors for income generation, job creation and export earnings. The economic benefits alone are telling—pre-COVID, culture contributed \$6.7 billion to BC's economy and generated close to 100,000 jobs in the creative industries.<sup>1</sup>

There are numerous direct and indirect social and livability benefits resulting from cultural development such as improved quality of life, which in turn, leads to attraction of skilled workers, tourism, and businesses, etc. Benefits of a culturally-invested community also include:

- Builds interpersonal ties and promote volunteering
- Reduces delinquency in high-risk youth
- Relieves stress
- Improves residents' sense of belonging and attachment
- Builds community identity and pride
- Builds social networks
- Increases inclusion and celebrates diversity
- Fosters "a creative milieu that spurs economic growth in creative industries"
- Increase the attractiveness of the area to tourists, businesses, new residents and investors.

The economic and livability benefits of cultural development have led to an understanding that cultural amenities and delivery are no longer a 'nice to have' or a 'frill' in local government. Increasingly, cultural development is included in the core suite of municipal services offered to strengthen a community's cultural identity and grow its creative economy.

The arts, as a subset to the cultural sector, are evolving in response to transformative drivers of change such as the Truth and Reconciliation Calls to Action, new approaches to art-making, generational considerations and digital strategies. Moving forward, the sector will need to be strategic in its planned response so that cultural development can continue to thrive within communities.

### WHAT IS CULTURAL DEVELOPMENT?

It is the strategic planning and implementation of strategies to leverage a community's unique cultural resources and assets for the social, economic, environmental and cultural benefit of a community.

<sup>1</sup> Source: Ministry of Tourism, Culture and the Arts, 2014

## Role of Arts Councils and SAC

One of the barriers to change in the arts is the need for local cultural leadership to offset scarcity of resources in the sector. Some local governments are addressing this barrier by building relationships with arts and culture organizations, including arts councils, to partner in cultural development activities and services provision on their behalf via contracts, fee-for-service agreements or grant-in-aid programs, which involve rigorous application and reporting requirements.

The role of arts councils is evolving alongside, and in response to, its growing mandate to collaborate with local governments. Primarily the change is seen in arts councils' focus on arts-based community development. Whereas arts councils were historically set up as colonially-based organizations in communities to serve members interested in the arts, particularly visual and applied arts, today they are community-facing and largely responsible for arts-based community development. Arts councils lead cultural development and seek to address community issues and priorities through the arts, fostering artistic vibrancy, nurturing pride of place and striving to be community-relevant (identifying if there are challenges and opportunities that arts and culture can help with). Critical to delivering an arts-based community development mandate are local collaborations and partnerships that allow arts councils to better respond to community issues through knowledge and resource sharing, create efficiencies in delivery, reduce competition for resources, build greater awareness through a broader community reach, etc.

Alongside this shift in mandate is an overall shift in the model under which Arts Council Boards operate. Boards are moving from a working model to a governance model. With this new model, Boards are tasked with a strategic role and in turn, staff are responsible for executing the actions coming out of the strategic directions.

A 'new era' in the arts has led to the emergence of organizational features among arts councils that have served as a means to effectively engage communities. For example, previously Boards were guided by missions focused on organizational outputs and achievements, whereas now missions target community impacts and value. Roles are also changing with a move away from Boards serving as core funders and solicitors of core work, to champions of change and informed ambassadors to enroll others. A shift is also being seen in the openness of organizations, which speaks to arts councils becoming more community-facing. Whereas old era organizational features had strong boundaries that differentiated it from others and the wider community, progressive arts councils have loose organizational boundaries and community porosity, with blurred distinctions and an emphasis on commonalities between organizations.

## Organization Synopsis

The SAC is a non-profit arts organization that was established in 1970. Historically serving as an umbrella organization, the Arts Council represents more than 35 local arts, culture and heritage groups. The Arts Council develops and promotes arts and cultural activities and manages two galleries, including the Arts Council Building and the Artisan Galleries.

Since its inception, the Arts Council has experienced change, both in its organizational composition as well as in the programs and events that it leads. A constant amidst this change has been its mission to generate awareness of, and improve access to, arts and culture in Squamish, while supporting local artists.

The Squamish Arts Council (SAC or Arts Council) is in transition in its organizational lifecycle. Where internal systems, resources, and administration are concerned, SAC is largely positioned in start-up and growth. At the same time, it is also in a state of organizational maturity with established programs and activities. It benefits from being the third-party delivery for arts and culture on behalf of the District of Squamish. It is currently benefiting from a wide successful programming base, identifying and advocating for community needs, establishing community partnerships and growing existing ones, developing a Strategic Plan and identifying ways to build capacity among staff and Board members and assessing how best to build its brand and increase awareness.

Moving forward, the SAC's challenge will be to grow its capacity while reconciling what is established to align with an arts-based community development mandate that is strongly rooted in local partnerships and collaborations. Related to this is ensuring it has the right facility model for potential earned-revenue sources and collaborative community-driven programming.



## Project Background

The SAC has engaged in strategic planning activities to support the work of carrying out its mission. For example, in 2015 the Board reached out to its members and partners to prioritize areas of strategic support and inform the *Squamish Arts Development Plan (2015)*. More recently, the 2020/21 Strategic Plan was developed to guide the Arts Council over a one-year period.

Recognizing the need to improve their strategic planning efforts and better reflect the needs of the community, the Arts Council sought to engage a strategic planning consultant. In May 2021, Patricia Huntsman Culture + Communication was selected to undertake the Strategic Planning and Engagement project. The primary objective of the project was to develop the *Squamish Arts Council Strategic Plan (2022-2025)* (herein referred to as 'the Plan'), and in so doing, better position the SAC to serve as partners in local culture development. The planning process has also informed the brand reinvigoration, board development and policies review.

## Plan Overview

The objective of the Plan is to assist the Arts Council in fulfilling its mission, while providing a strategic 'roadmap' for future decisions and actions over a three-year term.

Foundations for the Plan reflect the Arts Council's arts-based community development focus, while also recognizing that its organizational capacity is in varying stages of maturity. The landscape of arts and culture in Squamish and the Sea to Sky area, and the broader arts and culture context, are also reflected in the Plan.

### The Plan is organized into four sections:

**Section 1** sets the stage, identifying the arts and culture context, the role of arts councils and an overview of the SAC. A description of the project background is provided, followed by details about the Plan including its objective, foundations and process. Lastly, this section also describes the community context.

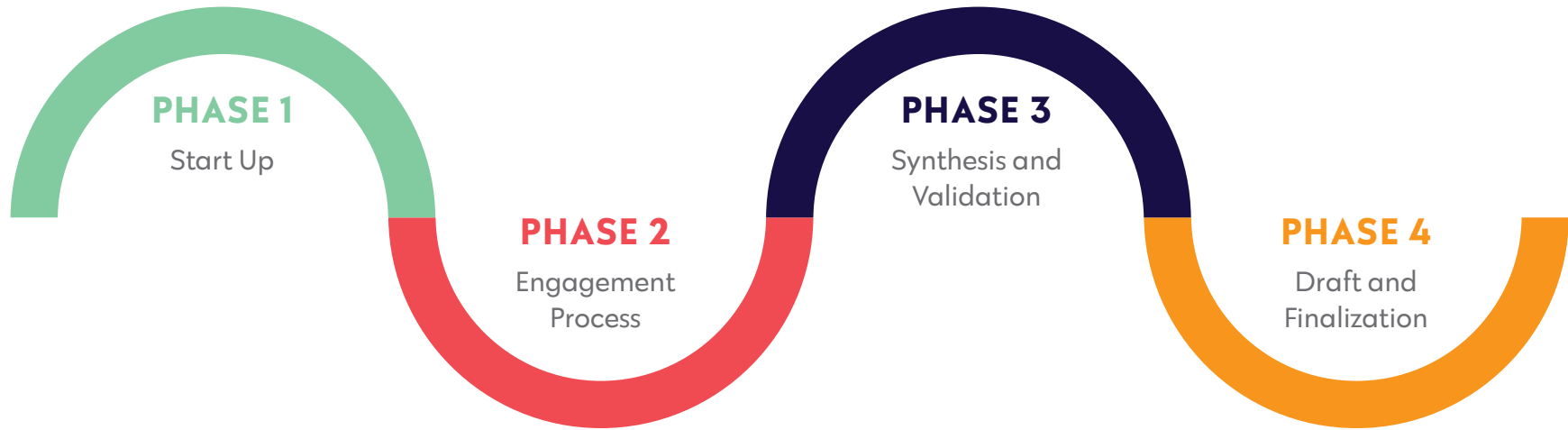
**Section 2** provides an overview of the engagement process and identifies key themes that provide a framework for this Plan.

**Section 3** describes the strategic directions to guide the Arts Council during the planning period, as well as supporting actions.

Finally, **Section 4** includes an implementation plan to identify how the Plan will be implemented by staff, Board members and volunteers, including short-term actions ('quick wins') and longer-term focused actions.

A four-phased approach was used to develop the Plan that was centred around engagement, both internally with Arts Council staff and Board members, and externally with key stakeholders and the public.

Engagement inputs were blended with sector expertise, resulting in a comprehensive strategic planning tool to guide the efforts of SAC staff and Board members.





# Community Context

## Indigenous Heritage

The incorporated municipal area of the District of Squamish is located on the unceded core traditional territory of the Sk̓wx̓wú7mesh Úxwumixw (Squamish Nation) which spans 6,732 km.<sup>2</sup> A portion of these lands are also part of the traditional lands occupied by the Tseil-Waututh Nation.<sup>2</sup>

The Sk̓wx̓wú7mesh Úxwumixw (Squamish People, villages and community) have links to the lands and waters of Howe Sound, including settlements and villages, resource sites, spiritual and ritual places, and cultural management areas.

The survey from the *Arts Culture and Heritage Strategy (2020)* indicated that heritage was a 'forgotten area within the arts and culture dynamic'. Opportunity exists for the Arts Council and others to recognize the value of heritage in Squamish, including Indigenous heritage, and its context in cultural identity, and to weave this into arts and culture experiences and opportunities for Squamish residents and visitors.

## Demographic Composition

The population of Squamish is diverse, with the largest visible minority populations being South Asian and Filipino. As a percentage of the total population, 6.5% of Squamish residents have an Aboriginal identity. The Aboriginal population is slightly higher compared to the province (5.9%).<sup>3</sup>

Squamish has a younger age profile than the rest of the province with a median age of 37.8. Almost 60% of its population is under the age of 40, compared to 49% in metropolitan Vancouver and 47% in the rest of British Columbia. A younger population is attributed to the active lifestyle offered in Squamish and elsewhere along the Sea to Sky Corridor, as well as relatively more affordable housing prices and commuter options to larger employment centres.

Squamish benefits from a young, international, adventure-oriented scene. Squamish's cultural composition, age profile and other demographic attributes reflect the diversity of its population. Opportunities exist to reflect this diversity in programs and events that reflect this more international perspective, that stretch beyond its local area.

## Community Draws

Located on Howe Sound and surrounded by mountains including the Stawamus Chief, Squamish is a well-known outdoor recreation destination for activities such as kite surfing, rock climbing and hiking. The Britannia Mine Museum and the Sea to Sky Gondola are among other examples of attractions that draw visitors to Squamish from the Lower Mainland and elsewhere.

While recreation is a significant community draw, Squamish's cultural sector is both emerging and established, with new artists and events amidst existing, long-standing arts and culture focused-organizations. Arts and culture events such as Wind Fest and Amped in the Park are examples of existing community-focused events that attract residents and visitors alike. As Squamish and the Sea to Sky Corridor change, the Arts Council and its partners will have an important role in responding to a growing demand for a vibrant arts and culture sector with greater access to arts and culture activities.

<sup>2</sup> Information for this sub-section was sourced from the *Squamish 2040 Official Community Plan (2018)* and the *Arts, Culture and Heritage Strategy (2020)*.

<sup>3</sup> Information in this subsection was sourced from the *Squamish 2040 Official Community Plan (2018)* and the District of Squamish's townfolio website ([townfolio.co/bc/squamish/demographics](http://townfolio.co/bc/squamish/demographics)).

# 2.0 Engagement Process and Key Themes

Engagement is critical to gathering local knowledge, identifying local issues and priorities, building consensus and raising awareness. With this in mind, the project was informed by information from outcomes of previous community engagement processes, including the District of *Squamish's Arts, Culture and Heritage Strategy (2020)*. The project was also informed by an engagement process that was directed by an Engagement Plan and supported by communications.

The Arts Council and consultant team undertook a range of engagement activities to achieve the purpose of the project and meet the community engagement objectives. The engagement activities were co-created and implemented with the support of the Arts Council.

## Engagement Process

An engagement process was undertaken to understand the local context and help position the Plan to reflect the community's arts and culture needs and priorities.



The engagement activities provided multiple opportunities through various modes, to engage SAC staff, Board members, key stakeholders and the public, as noted below:

- A **Community Questionnaire** was developed to include six, predominantly open-ended questions, designed to help understand what is working well and what could be improved. The community questionnaire was made available online through the Arts Council website and through social media.
- **Sounding Boards** were located at five community focal points / gathering spaces in Squamish (Brennan Park, Under One Roof, Municipal Hall, Squamish Public Library, Sea to Sky Community Services Society). This activity provided guiding questions with space for responsive input from the public (see Appendix A, Sounding Board Example).
- **Pop Up Cafes** were held on five occasions to coincide with three high-profile community events (Amped in the Park, Wind Fest and the Farmers Market). These activities provided an opportunity to increase awareness about the Arts Council and its strategic planning efforts, and learn from the community through open-ended discussions and the on-site sounding boards.

- **Board Workshops** were held to share preliminary findings, inform the Engagement Plan and validate emerging themes and priorities. These workshops also provided an opportunity for the Board to participate in the Rebranding project, and for Board development opportunities to be identified and initiated (i.e. a decolonization awareness and training session).
- A **Community Partners Workshop** was held to connect with key established partners of the Arts Council, as well as new and potential partners.
- **Key Stakeholder Interviews** were used to engage with key stakeholders from the District of Squamish and Squamish Nation.
- The **Arts Council website, SAC newsletter** (2000+ distribution) and **social media** (i.e. Facebook and Instagram) were used to promote the project and encourage participation in the engagement process. The Arts Council website and social media were also used to roll-out the Community Questionnaire.



## COMMUNITY ENGAGEMENT OBJECTIVES

- Inform SAC's strategic planning efforts.
- Create awareness about arts and culture, cultural development in small communities and placemaking.
- Listen to the SAC Board via internal engagement activities.
- Ensure broad participation among key stakeholders and the community while cultivating inclusivity and diversity during the engagement process.
- Validate engagement findings with the SAC Board, key stakeholders and the community.

## Key Engagement Themes and Priorities

Through a variety of external engagement activities, 217 formal responses were received from the public, as well as informal responses obtained from discussions held between the SAC and the public at engagement events. Details of engagement findings are provided as an appendix to this Plan (Appendix B, Engagement Findings Report).

Several priorities emerged from external engagement activities, as noted below:

- **Events and Programming**—interest in events and programs to provide arts and culture experiences; opportunities to increase cultural awareness, support equity, diversity and inclusion and respond to intergenerational needs/wants.
- **Space and Facilities**—need for dedicated, multi-purpose arts and culture facilities to create, learn and connect artists and the community; the SAC has a role in advocating/providing arts and culture spaces.
- **Visibility/Awareness**—the SAC's value is, in part, its role in promoting local arts; need for increased community visibility/awareness/communications; artist support (e.g. visibility).
- **Connections**—the SAC's roles are varied and include connecting artists and creatives to supporters and connecting people to arts and culture experiences; the arts can respond to local needs by connecting people (e.g. with different skills, around a different topic, intergenerationally, cross-collaborations among arts groups), creating community connections (e.g. community building and creating sense of place), the SAC needs help regarding diversity (e.g. connecting community through traditional, Indigenous art forms).
- **Partnerships**—partnership opportunities (e.g. with the District, the Province, private) and strategic alliances.

These emerging priorities were validated by the Board as part of the internal engagement process.



Emerging priorities, validated by the Board, contributed to several key themes that reflected recurring issues, ideas and concerns. These key themes, that provide a foundation for the Plan, are identified and described below.

## **Local arts and culture can**

### **Connection**

... respond to the need for connections and increased awareness among artists and residents, while helping to establish place attachment and community building.

### **Wellness**

... respond to social/emotional needs, particularly as the impacts of the pandemic continue to be felt, while enhancing community well-being.

### **Energized**

... reflect the raw energy of Squamish in events and programming that energize the community through creative placemaking.

### **Collaborative**

... evolve and grow by nurturing cross-collaborations and building connections (e.g. artists and creatives with supporters, residents and visitors to experiences), leading to increased awareness, responsiveness, capacities and efficiencies.

### **Rooted in Nature**

... help foster the unique sense of place that is tied to Squamish, and honour the natural heritage of the area through events, programming and education in collaboration with allied community partners.

### **Intergenerational**

... respond to intergenerational needs, while building connections across generations.

### **Accessible**

... meet accessibility objectives by creating and advocating for accessible artistic spaces that are safe and inviting for everyone, while supporting local demand for arts and cultural experiences.

### **Inclusive**

... promote inclusivity and celebrate diversity through activated spaces and cultural infrastructure that are inviting, accessible and maintained to encourage participation in the local cultural life by all.



## 3.0 Our Vision

**Squamish Arts Council aims to generate awareness of & improve access to arts & culture in Squamish while supporting local artists.**

Through seeking funding resources, strengthening communication, and supporting local art initiatives we hope to serve the Squamish community as an advocate for the vision of a vibrant arts & culture scene in Squamish.

## Our Brand

# Elevating Arts and Community

### Wild. Authentic. Energized.

Our new brand riffs of our changing local identity—a young, international community ready for adventure and art, and nature-loving locals who've helped nurture Squamish's arts evolution.

## Our Values and Drivers

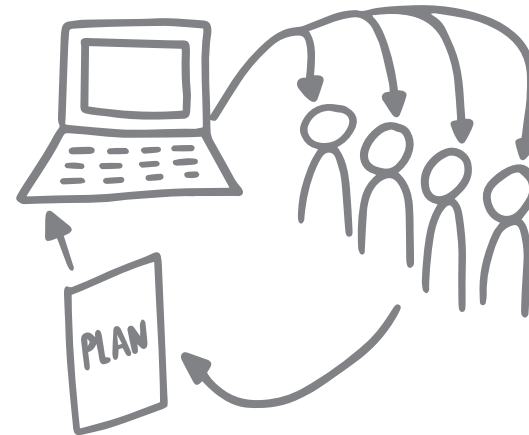
Our new brand is expressed through our Values and Drivers. We believe cultivating this mix serves whole community by Elevating the Arts! Our Values and Drivers arose from community voices and they guide our daily work in arts-based community development:

- ▶ Connection
- ▶ Wellness
- ▶ Energized
- ▶ Collaborative
- ▶ Rooted in Nature
- ▶ Intergenerational
- ▶ Accessible
- ▶ Inclusive

# 4.0 Strategic Priorities and Supporting Actions

## Strategic Priorities—Directions for Growth

Strategic directions were identified to build on the key themes, and to reflect what was learned from the Arts Council staff and Board members, key stakeholders and the public. The strategic directions represent the organizations priorities and are titled as such, and to be realized through supporting actions. They serve as guideposts overarching guidance to the Arts Council over the next three years as it fulfills its mission and contributes to local cultural development.





# STRATEGIC PRIORITY #1

## Further building our organization capacity and strengthening financial sustainability.

### Objective

To address leadership, capacity and areas of opportunity within the organization, recognizing that the Arts Council is in a growth state with room to mature and evolve.

### Actions

#### Planning and Partnerships

- Review key components of the Strategic Plan (strategic directions, actions and implementation framework) on an annual basis.
- Develop and invest in strategic partnerships and collaborations to support the implementation of the Strategic Plan and the SAC's vision over the long-term.

#### Staff

- Undertake an organizational assessment annually to determine if there is adequate capacity to implement the Strategic Plan.
- Develop a staff composition matrix to identify staff (existing and potential), including their skills, characteristics and talents.
- Hire staff in consideration of priorities identified in the organizational assessment and gaps in the staff composition matrix.
- Invest in capacity-building and foster collaborations through knowledge-sharing, mentorship and skills development opportunities for staff.

#### Board

- Develop a board composition matrix to identify board members (existing and potential), including their skills, characteristics and talents.

- Resource key roles to reflect gaps in the board composition matrix.
- Undertake strategic recruitment, recognizing the need to reflect the diversity of Squamish in the Board's composition.
- Develop and use a Board Performance and Measurement Guide to articulate the Board's strategic role and measure its performance.
- Allocate from the annual operating budget training for board members and staff through Vantage Point, Arts BC and other arts service organizations.
- Respond to knowledge gaps and build skills of Board members through training, including governance training for organizational capacity-building.
- Develop and implement a new Board member orientation session to support the evolution and growth of the Board and its members.
- Create a clear and concise operations manual that includes Board roles and responsibilities.
- Develop a Board meeting agenda template that reflects the SAC's strategic directions.

#### Funding and Operational

- Develop a robust operational plan that includes for example, communications systems, communications and marketing products and financials.
- Diversify revenue sources (e.g. alternative revenue streams, long-term funding sources) and strengthen existing revenue (e.g. memberships, sponsorships) to build financial sustainability and internal capacity.
- Explore a social enterprise model as a means of revenue generation.
- Fine tune grants applications to adequately reflect staff time.

? \$

*A clearer understanding of program budgets including detailed breakdown of spends*

#### Space and Facility

- Seek opportunities to explore future space and facility options for revenue-generating capabilities and organization capacity-building that will allow the Arts Council to serve as a creative hub in Squamish.

## **STRATEGIC PRIORITY #2**

**Stepping out our decolonization, and equity, diversity, inclusion and accessibility (EDIA) pathways.**

### **Objective**

To transition and become more community-facing, as the Arts Council evolves and moves away from the mandate of a colonial-based organization, more fully representing and addressing the diverse needs of Squamish.

### **Actions**

#### **Mentorship and Training**

- Provide mentorship and/or training for staff and Board members to further decolonization and EDIA learnings.
- Provide artist training sessions for marginalized artists.
- Explore training opportunities for Board, volunteers and staff in creating safer spaces to prioritize the well-being of visitors, digital audience members, staff and volunteers.

#### **Organizational Structure**

- Identify EDIA gaps in staff and Board composition and set hiring targets and recruitment strategies.

#### **Communities Support, Involvement and Partnerships**

- Support BIPOC artists through promotion, hiring contracts, etc.
- Support local Indigenous artists, in partnership with relevant organizations.
- Involve local Indigenous communities with staff, Board and volunteers.
- Seek greater inclusivity of LGBTQ2S+ community through e.g. organizational composition, programs, events.
- Build connections with cultural leaders/organizations in the community.

#### **Policy**

- Adopt policies to guide decision-making and internal processes through an EDIA lens.

#### **Decolonization**

- Learn how to work in good relations with the Sk̓wx̓wú7mesh.
- Allocate a portion of budget to annual decolonization training and screen new board members to ensure they are active individually in their decolonization practice.
- Ensure representation of Sk̓wx̓wú7mesh on the Board and amongst staff.
- Work towards establishing an Sk̓wx̓wú7mesh artist in residence.

## **STRATEGIC PRIORITY #3**

### **Animating Squamish through the arts: build more awareness and access to arts programming.**

#### **Objective**

To support a more animated Squamish through ongoing promotion and increased awareness of arts and cultural experiences, arts and culture programming and events, collaborations and partnerships and facilities and spaces that facilitate ongoing cultural development.

#### **Actions**

##### **Awareness and Promotion**

- Create an arts calendar with planned events and programs offered or supported by the SAC.
- Develop and implement a comprehensive marketing and communications plan for staff, board and volunteers that is measurable against well-articulated deliverables.
- Diversify marketing and communications, and include digital engagement supported by staff (e.g. digital specialist).
- Create more cohesive branding and use this consistently to improve brand recognition and awareness of the Arts Council.
- Broaden the SAC's reach within the Squamish community and the region.
- Improve the promotion of existing intergenerational programs.

##### **Programming and Events**

- Undertake a biennial gap analysis to identify community needs that are going unmet (e.g. events, programs).
- Undertake program evaluations, in consideration of key variables (community needs, SAC strategic directions, capacity, cost-benefit), to inform strategic directions and priorities.
- Strategically diversify programs and events, while delivering existing SAC programs and events well (e.g. organized, on time and on budget).
- Ensure programs and events are accessible and respond to the intergenerational needs of Squamish.
- Promote social change arts practices and arts-based strategies to address community-relevant issues of importance.

##### **Collaboration and Partnerships**

- Convene leaders/organizers in the arts and culture sector regularly to share ideas, problem solve, identify opportunities and further arts and culture development (e.g. Arts and Culture Roundtable).
- Identify strategic partnerships/collaborations to meet strategic objectives and broaden reach within the community.

##### **Space and Facilities**

- Advocate for dedicated program and event space.
- Develop partnerships (e.g. with the business community) and/or collaborate with other arts and culture providers to access shared space for arts and culture activities.

## **STRATEGIC PRIORITY #4**

### **Deepening our community partnerships and collaborations.**

#### **Objective**

To develop and support partnerships and collaborations, recognizing that partnerships are critical to both the sustainability of arts and culture, and the ability of the Arts Council to successfully achieve its mission.

#### **Actions**

##### **New and Potential Partners**

- Identify potential partners to connect and collaborate with in Squamish and the Sea to Sky Corridor.
- Build connections between local Indigenous communities and the broader Squamish community through art.
- Establish targets to grow new partnerships with emerging non-profits (arts and non-arts).
- Establish a plan to regularly connect (in person or virtually) with community organizations and stakeholders to coordinate efforts and provide support (e.g. Community Cultural Roundtables).
- Establish targets to grow sponsorships (e.g. government, private).

##### **Existing Partners**

- Establish a plan to regularly connect (in person or virtually) with existing partners to nurture relationships, share information, coordinate efforts and provide support.
- Review and update/expand agreements with the District of Squamish.
- Further develop strategic partnerships with the Squamish Chamber of Commerce and other business and economic-focused partners.

##### **Celebrate and Acknowledge**

- Host appreciation events to celebrate and acknowledge the support of partners, sponsors and volunteers.

*It is expected that some of the supporting actions noted above will carry over into future strategic planning, providing some continuity from one plan to the next. However, as implementation occurs and the Arts Council matures as an organization, its strategic priorities, and in turn its actions, may change accordingly.*

# 5.0 Implementation

Staff should consolidate the Strategic Directions and Supporting Actions in to their annual operations plan which includes: programming; administration/operations; financial development; and engagement/marketing. The Executive Director can then work with the Board in establishing for each action:

1. Required resources;  

---
2. Proposed phasing and timeline;  

---
3. First steps;  

---
4. Potential collaborations and partnerships;  

---
5. Evaluation and Metrics  
(how will we know we've succeeded?);  

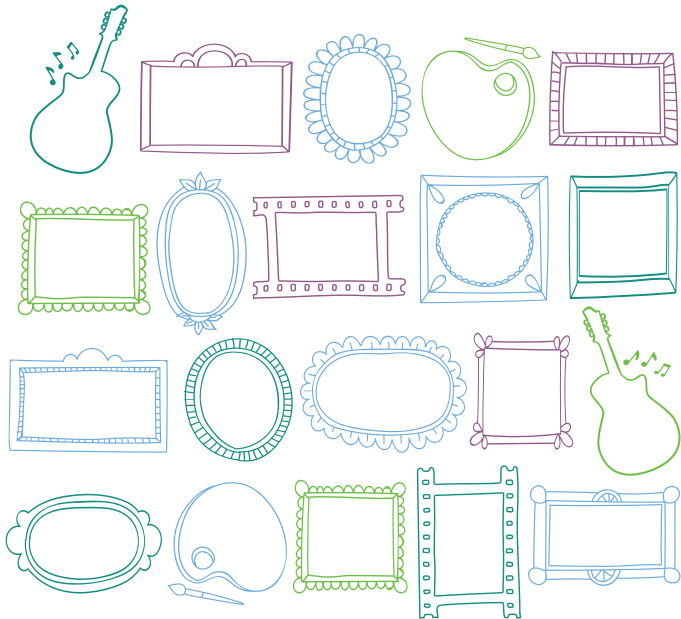
---

Staff reports to the Board can be organized around each Strategic Priority to align and ease reporting and for the organization to better embody these priorities in to their daily work going forward over the life of the plan. This will also assist with grant applications and reports out to community and partners.

# Appendix A: Sounding Board Example

## Help shape the Future of the Squamish Arts Council (SAC)

*What role should the SAC have in Squamish?*

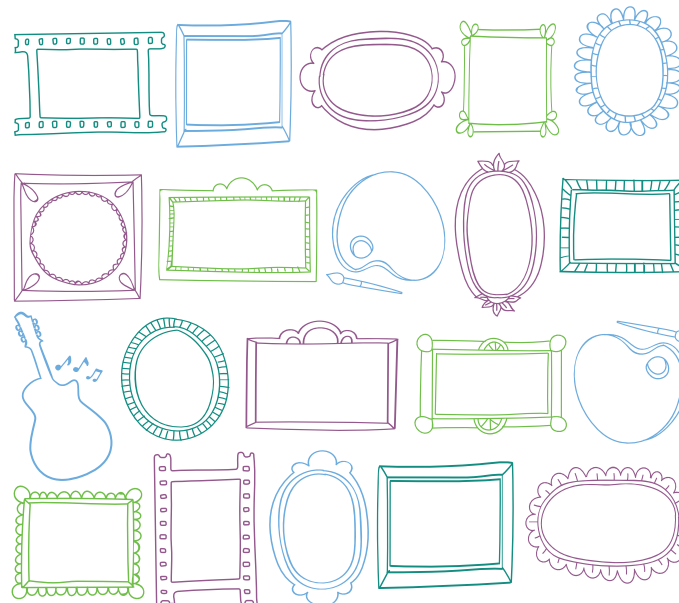


The SAC is undertaking engagement activities to develop a strategic plan. Please share your ideas with us to help shape future directions, programs and initiatives of the SAC.

*For more information on the Squamish Arts Council, please follow the link in the QR code.*



*How should we create a thriving arts and culture scene in Squamish? What needs to change?*



# Appendix B: Engagement Report

