

STRATEGIC INITIATIVE #1: FINANCIAL SUSTAINABILITY (updated May 2015)

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Hire Executive Director	<ul style="list-style-type: none"> Develop job description Obtain \$ Hire 	2 nd Quarter: <ul style="list-style-type: none"> ½ time first 6 months Full time second 6 months 			<ul style="list-style-type: none"> Board 	<ul style="list-style-type: none"> Achieved: received funding for 70% of full time ED; Job description developed To hire ED by July 2015
Private Sector Revenues & Earned Revenues	<ul style="list-style-type: none"> 65% budget to include sponsorships, donations, in-kind, fundraising Depot to run with no grants Donor relations Fundraisers 	<ul style="list-style-type: none"> Each year 			<ul style="list-style-type: none"> ED, Depot staff & Board 	<ul style="list-style-type: none"> For the 2014-2015 year, self-sustaining with fundraisers and grants
Government Grant Revenues	<ul style="list-style-type: none"> 18% of budget used for programming Increase programming to 26% of budget by 2015-2016 	<ul style="list-style-type: none"> Each year 	<ul style="list-style-type: none"> Programming increased to 26% of budget 		<ul style="list-style-type: none"> ED, Program staff & Board 	<ul style="list-style-type: none"> As above
Charitable Foundation Revenues	<ul style="list-style-type: none"> 17% of budget for projects 	<ul style="list-style-type: none"> Each year 			<ul style="list-style-type: none"> ED & Board 	<ul style="list-style-type: none"> As above
Budget Growth	<ul style="list-style-type: none"> 20% 	<ul style="list-style-type: none"> 2014-2015 			<ul style="list-style-type: none"> Board 	<ul style="list-style-type: none"> As above
Event for Funders						<ul style="list-style-type: none"> Achieved

STRATEGIC INITIATIVE #2: DEPOT OPERATIONS

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Safe, Attractive, Functional Physical Space	<p>CONSIDER:</p> <ul style="list-style-type: none"> • size, temperature control, good air quality, work safety, lighting • Maintain regular work-bees 	<ul style="list-style-type: none"> • Upgrade current space with moveable items 	<ul style="list-style-type: none"> • Undertake Space Analysis • Employees to undertake WHMIS 	<ul style="list-style-type: none"> • Functional Program & Site Matrix • Wheelchair access 	<ul style="list-style-type: none"> • Depot Ops Committee 	<ul style="list-style-type: none"> • Achieved; Upgrades: some electrical, furniture, classroom space re-development • Improved driveway communication sign (“drop offs only”) • Storage bin on wheels for workshop space • New classroom chairs • Ongoing: heat, classroom upgrades
Establish a functioning transportation system to pick up materials	<ul style="list-style-type: none"> • Acquire access to vehicle – explore options • Contract employee for pick-up with fair compensation • Insurance analysis 	<ul style="list-style-type: none"> • Access to Vehicle: First 6 months • Insurance Analysis: 2nd Half 			<ul style="list-style-type: none"> • Depot Ops Committee & Board 	<ul style="list-style-type: none"> • Achieved: Contract employee with vehicle approved; Pick-up communication system between Depot Manager and driver is in place
Increase donations of Desirable and Suitable Materials; Eliminate Undesirable Donations	<ul style="list-style-type: none"> • Policy development (regarding material refusal) • Educational Campaign • Seek out and maintain relationships with businesses for donations & Recruit volunteer(s) to support this 	<ul style="list-style-type: none"> • Policy Development: Within 6 Months • Educational Campaign: Ongoing 	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • Depot Staff, Depot Ops Committee 	<ul style="list-style-type: none"> • Ongoing • ACTION: Turn new guidelines into actual policy
Volunteer Management	<ul style="list-style-type: none"> • Process and application guidelines • Recruitment • Training/ Enforcement of Policy • Continue to supply bins to support sorting 	<ul style="list-style-type: none"> • Process & Application guidelines Fall 2014-2015 	<ul style="list-style-type: none"> • Recruitment : 2015-2016 • Training/ Enforcement: 2015-2016 		<ul style="list-style-type: none"> • Governance (Policy) • ED (Recruitment) • Depot Manager & Committee (Training/ Enforcement) 	<ul style="list-style-type: none"> • Achieved: Volunteer application process; guidelines; brochure.

Reconfigure Depot Hours to include evening hours	<ul style="list-style-type: none"> • Seek Funding & implement to meet goal of more open hours • Maintain 2 staff at all times 	<ul style="list-style-type: none"> • Seek Funding: 2014-2015 			<ul style="list-style-type: none"> • ED/Board 	<ul style="list-style-type: none"> • Achieved: Received grant to hire depot assistant and Green Team funding for summer employee
Respectful Workplace	<ul style="list-style-type: none"> • Put up Respectful Workplace Policy in Depot 					
Get recycling bins from city						
Continue Silent Auction in Depot	<ul style="list-style-type: none"> • Increase revenues generated from Silent Auction 					

STRATEGIC INITIATIVE #3: GOVERNANCE & NOMINATING COMMITTEE

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Board Diversification	<ul style="list-style-type: none"> Develop Skill Set Matrix Continued board and committee recruitment 	<ul style="list-style-type: none"> By AGM 2014 			<ul style="list-style-type: none"> Governance & Nominating Committee 	<ul style="list-style-type: none"> Achieved: Skill Set Matrix completed
Define Board Committee Structure & Terms of Reference	<ul style="list-style-type: none"> Develop Organization Chart/Structure Develop Terms of Reference for each Committee 	<ul style="list-style-type: none"> By AGM 2014 Fall 2014 			<ul style="list-style-type: none"> Governance & Nominating Committee 	<ul style="list-style-type: none"> Achieved: Developed organizational chart reflecting new structure Ongoing: terms of reference
Develop Policy Manual	<ul style="list-style-type: none"> Determine Policies Needed Prioritize Policy Development Write Policies 	<ul style="list-style-type: none"> Winter/Spring 2015 Winter/Spring 2015 	<ul style="list-style-type: none"> 2015-2016 		<ul style="list-style-type: none"> Governance & Nominating Committee & ED ED, Staff & Board committees 	<ul style="list-style-type: none"> Achieved: Manual development Achieved: Policy development including: hiring, code of conduct, personal harassment, violent incident, work alone, volunteer (with guidelines and application)
By-Law Review	<ul style="list-style-type: none"> Reflect Mandate & Board terms Reflect Standing Committees and terms of ref Provision for Ad Hoc Committees Review Fiscal Year & AGM Time 		<ul style="list-style-type: none"> 2015-2016 		<ul style="list-style-type: none"> Governance & Nominating Committee 	<ul style="list-style-type: none"> Ongoing (have begun process)
Board Development	<ul style="list-style-type: none"> PD for Board members; Manual; Retreat Semi-annual review of Strategic Initiatives 				<ul style="list-style-type: none"> ED, Board Chairs & Governance & Nominating Committee 	<ul style="list-style-type: none"> Achieved: Board Manual (and in progress) Achieved: Retreat; reviewed Strategic Initiatives with P. Bovey

STRATEGIC INITIATIVE #4: PROGRAMMING

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Workshops for Educators	<ul style="list-style-type: none"> • 10-12 per year (maintain & increase) • Offer 2 Institutes per Year (maintain & increase) • Greater emphasis on workshops that highlight and reuse materials from the depot • Continue to maintain & increase the number of workshops with Aboriginal Art Perspectives • Get the word out to more school divisions 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Workshop Co-ordinator 	<ul style="list-style-type: none"> • Achieved: Workshops (held 17 workshops, one 2-day Institute, 4 Mix it Up Events, and 1 private event) • Achieved: Aboriginal perspectives (5 workshops included Aboriginal Perspectives)
Workshops with MAME / Community Workshops (Saturday AMs)	<ul style="list-style-type: none"> • Expand to general public • Use more recycled materials • Revise times to work better with Depot hours 		<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • SAGE, MAAE Rep & AJ Rep 	<ul style="list-style-type: none"> • Achieved: MOU developed with MAAE; Hosted 4 MAAE Workshops
Mix it Up: A Night of Colour and Cocktails	<ul style="list-style-type: none"> • Consider feasibility • Work with Events Committee who will develop the volunteer sign-up 	<ul style="list-style-type: none"> • 2014-2015 	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • Committee 	<ul style="list-style-type: none"> • Achieved: Hosted 4 Community Art Workshops at MAWs Garage
Enhance Classroom Space	<ul style="list-style-type: none"> • Get quotes from Contractors • Explore expansion • Explore night storage options 	<ul style="list-style-type: none"> • 			<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

STRATEGIC INITIATIVE #5: MARKETING AND COMMUNICATION

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Social Media Plan	<ul style="list-style-type: none"> Set up Facebook, LinkedIn, Instagram & Hootsuite accounts Develop E-Newsletter (and explore finding a volunteer to help run) 			<ul style="list-style-type: none"> 2016-2017 2016-2017 	<ul style="list-style-type: none"> Marketing/Comm Chair & Committee 	<ul style="list-style-type: none"> Achieved: Facebook Ongoing: E-Newsletter
Increase Social Media Following	<ul style="list-style-type: none"> Post events (etc.) on social media sites Read as many people as possible & new sign-ups in all platforms Maximum reach for minimum costs 			<ul style="list-style-type: none"> 2016-2017 	<ul style="list-style-type: none"> Marketing/Comm Chair & Committee 	<ul style="list-style-type: none">
Website Re-Design	<ul style="list-style-type: none"> Transfer membership list to new website Become admin on Facebook to try to increase local followers Explore more volunteers/committee members to support website maintenance 		<ul style="list-style-type: none"> 2015-2016 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Marketing/Comm Chair & Committee 	<ul style="list-style-type: none">
Maintain Congruency in Publicity	<ul style="list-style-type: none"> Create a Policy which summarizes that all signage (poster, letter, handbill, etc.) requests go through Marketing 			<ul style="list-style-type: none"> 2016-2017 	<ul style="list-style-type: none"> Marketing/Comm Chair & Committee 	<ul style="list-style-type: none">
Create Marketing Collateral with Executive Director	<ul style="list-style-type: none"> 			<ul style="list-style-type: none"> 2016-2017 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Create any outstanding policy around Marketing/ Publicity protocol	<ul style="list-style-type: none"> Increase communication with other committees (with regards to requests for marketing) 			<ul style="list-style-type: none"> 2016-2017 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Create Marketing Package	<ul style="list-style-type: none"> Includes letters, posters, business cards, fact sheet 	<ul style="list-style-type: none"> Complete by end of 2014-2015 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Executive Director or Marketing/Comm Chair 	<ul style="list-style-type: none"> Achieved
Mural Campaign	<ul style="list-style-type: none"> Work with City/Graffiti Gallery and businesses to create AJ sponsored murals 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 2015-2016 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Members re Art Partnerships 	<ul style="list-style-type: none">
Promo Video	<ul style="list-style-type: none"> Use video as a promo tool 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 2016-2017 	<ul style="list-style-type: none"> Marketing/Comm Chair & Committee & Board Members 	<ul style="list-style-type: none">
Volunteer Drive	<ul style="list-style-type: none"> Increase volunteers & members 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Publicity Chair and Board Members 	<ul style="list-style-type: none">
Events Promotion	<ul style="list-style-type: none"> Support promotion of events (collaborate on marketing materials, create media releases, etc.) 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Marketing/Comm Chair & Committee 	<ul style="list-style-type: none">

STRATEGIC INITIATIVE #6: EVENT MANAGEMENT

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Fall Fundraisers	<ul style="list-style-type: none"> Plan yearly (* Nov. 10, 2015 @ King's Head is booked) Explore volunteers to support this event 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Events Committee 	<ul style="list-style-type: none"> Achieved: Successful fundraiser held Fall 2014; Booked date @ King's Head for Fall 2015
Mix it Up: A Night of Colour and Cocktails	<ul style="list-style-type: none"> Support Programming Committee on implementation Explore corporate parties Host 5 Events per year Explore volunteers to support this event 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Events Committee 	<ul style="list-style-type: none"> Achieved: Hosted 4 Community art workshops at MAW's Garage and 1 private party
Private Functions at Depot	<ul style="list-style-type: none"> Explore feasibility Explore liquor license Explore volunteers to support this event Host 1-2 per year 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Earth Day	<ul style="list-style-type: none"> Host 1 per year 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

STRATEGIC INITIATIVE #7: HUMAN RESOURCES

OBJECTIVE	GOAL	TIMELINE			PERSON(S) RESPONSIBLE	STATUS (as of June 2015)
		2014-2015	2015-2016	2016-2017		
Hire Executive Director	<ul style="list-style-type: none"> • Create Job Description • Seek Funding • Advertise & Hire 	<ul style="list-style-type: none"> • First ½ Part time, July-Dec 2014 	<ul style="list-style-type: none"> • Full time as of Jan 2015 		<ul style="list-style-type: none"> • Board 	<ul style="list-style-type: none"> • Achieved
Develop HR Policies	<ul style="list-style-type: none"> • Policies & Job Descriptions • Explore self-administered benefit packages for employees 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing 		<ul style="list-style-type: none"> • ED/Board 	<ul style="list-style-type: none"> • Achieved and ongoing as Gov. & Nom. Committee Strategic Initiatives; some will be deferred to ED

June 2015 Strategic Initiatives Review and Summary Meeting

- Attendees: Melanie, Andrea, Trish, Heather, Krista, Michelle, Joey, Di, Barb, Edna, Corrine, Marcella & Jessica