

SURVIVOR 101

FOR COMMUNITY ARTS ORGANIZATIONS



A Cultural Café and

Think Tank for the future...

Program

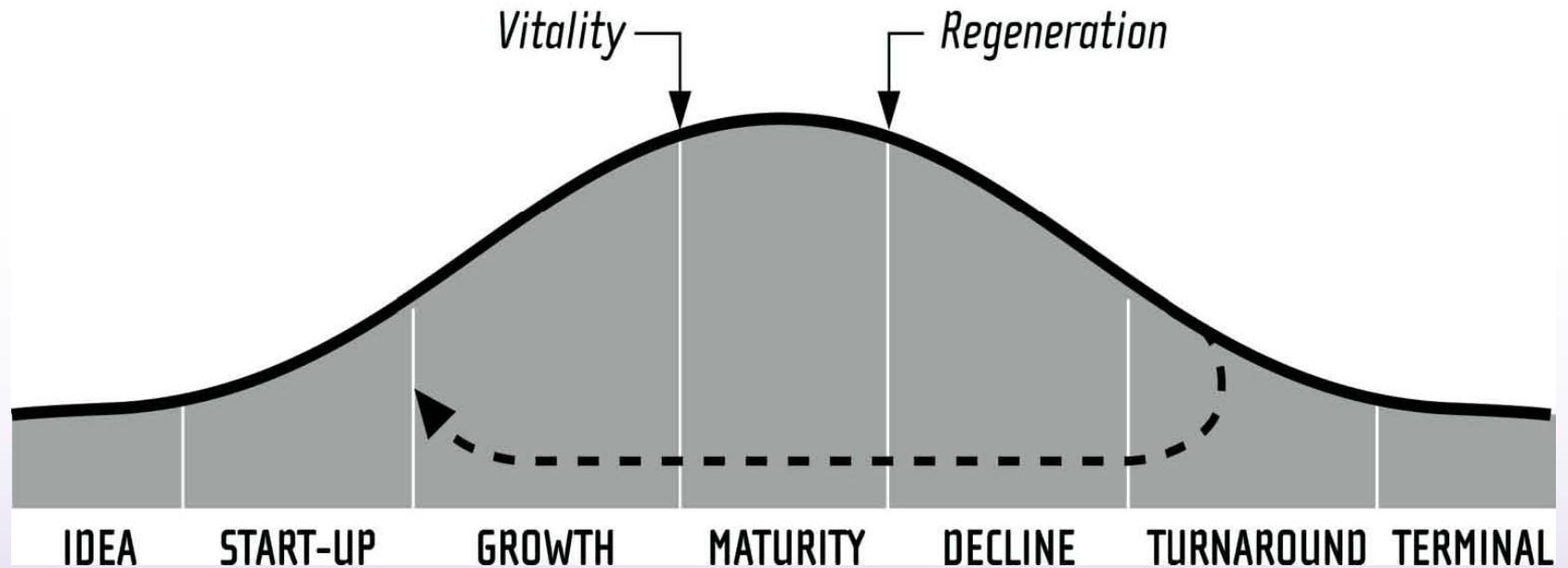
Three main topic areas:

- Understanding your “Life Cycle”
- Audience Development & Marketing Strategies
- Getting Your Funding Ducks in a Row



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Non-Profit Lifecycle Stages



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Topic #1: Life Cycles

- Identify which lifecycle stage your organization is in and how old the society is.
- Is the Board and ED assuming the right roles and responsibilities consistent with the stage? If not, what is needed?
- Are the current financial resources and operational systems in line with the organization's life stage? If not what is needed?



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LIFE CYCLES



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Idea
 - Planning, people, clear definition of “vision” and “mission”
 - Ensure that direction, vision, plans are focused and attainable given the resources available



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Start-ups
 - Need more resources
 - Roles of Board, staff and volunteers need to be clearly defined
 - How to recruit a Board?
 - How to use/utilize a Board?
 - Funds for office space, staff & other resources



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Growth
 - Clear roles need to be defined
 - Need better, stronger partnerships with the community
 - Resources for staff
 - Being able to afford paid administrative staff



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Maturity (*this is the optimum stage... no need for change)
 - change how we think & operate to deal with new challenges ahead
 - aging membership & decline
 - In a rut... how do initiate new ideas, re-envision?
 - Review, renew, revisit strategic plan
 - Better delegation of duties and training
 - Succession planning at this stage is crucial



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Decline
 - flexibility & willingness to change
 - Lack of funding for new initiatives
 - New mandate to collaborate with business
 - Training required for Boards
 - Volunteer recruitment needed; Boards are too lean or stale
 - Staff and Board are in different cycles



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Turn-around
 - Need a broader advocacy for the arts
 - Redefining “not-for-profit” as social profit
 - Addressing the quality of the quality of programming being offered and addressing their audiences wants/needs
 - Need a broader exploration of new, multiple funding sources



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Summary

LIFE CYCLES

Idea	Start-up	Growth	Maturity	Decline	Turn-around	Terminal
5	9	19	22	3	18	2

- Terminal
 - issues with board membership being inefficient, disconnected
 - No money = terminal stage
 - How do we recognize that we are “terminal”? Is it better to turn around the current organization or let a new one take over?



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Audience Development

Why it is so important

- Audiences are shifting
 - Aging populations attending less
 - New populations experiencing and attending arts in different ways
- Economy is having an impact
 - Some are attending less frequently, putting more thought into their selections
- Increased competition
 - Cultural products have increased over time
 - New methods of creation/dissemination



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Topic #2: Audience Development

- How well do you know your audience; what methods do you use to learn who is and isn't there?
- Numbers are important but how do you measure the audience experience?
- What are effective examples of adapting to changes in audiences today?



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Audience Development



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Summary

AUDIENCE DEVELOPMENT

- **Social media** –optimization; promotion; identifying new audiences
- How to develop **surveys** to understand your market better – who’s coming, who’s not?
- **Programming**–doing less but doing it better
- Creating **social events** which combine traditional programming with other type of events (e.g. wine & cheese, food, etc)
- Reaching out to **other language/cultural groups**



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Summary

AUDIENCE DEVELOPMENT

- Use the arts to reach out to **ESL classes, schools**
- **Diversify tools** to survey your audiences (e.g. apps, online rather than paper surveys)
- Build new audiences through your **volunteer** base
- Can't meet the changing reality with an out-dated governance model or old marketing strategy



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Summary

AUDIENCE DEVELOPMENT

- Encourage the establishment of **multi-functional** venues as in Europe (theatres with cafes, galleries, other functions...or multi-artist spaces)
- **Partner** with other organizations –share mailing lists, create co-productions, co-events, work across disciplines and genres
- Look at who **isn't** in your audience, not only who is



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Summary

AUDIENCE DEVELOPMENT

- Work at ways to **retain** your current audience and ways that they can help to grow new audiences
- Get rid of the language/views that **seniors** and **youth** are separate audiences to be segregated from each other
- Explore new ways of “**bundling**” packages, family passes, etc.
- **Content** is key... keep it fresh and dynamic



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Summary

AUDIENCE DEVELOPMENT

- Go into different communities, take your art to your audience, **reach out**
- Development of **young** audiences is critical
- **Libraries** are becoming more social gathering places... use libraries to reach new audiences through programming



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Topic #3: Funding

- How do you get a funder to support you? Start by looking at the application for the funder's perspective. What are other critical elements to a successful application?
- It is important to keep the funder involved after you get your funding. What does the funder expect? What are ways you have shown your appreciation?
- Many non-profits are exploring income-generating enterprises. Are you considering Social Enterprise in your long term planning? If so what and how?



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Funding



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Summary

FUNDING

Social Enterprise

- Sponsorships for profit
- Ethical Deal/Groupon if you agree to donate a % of the sales
- Charity Focus
- Do client events for profit to fund charitable events for non-profits



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Summary

FUNDING

Involve Funders

- Know your funder
- Introduce yourself to funders
- Keep funder involved
- Appreciate your funder –thank, invite, update



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Summary

FUNDING

Involve Funders

- Nurture and create long term relationships with funders
- Research your funders
- Your request should reflect their mandate



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Summary

FUNDING

Funding Support

- New ways of raising funds –“Kickstarter” & “Indiegogo”
- Elevator pitch –clear and succinct ask
- Realistic budgets
- Tell stories that resonate



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Summary

FUNDING

Funding Support

- Accountability for funds received
- Measurable results
- Need & relevance
- Economic importance of your project



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Survey

- 65 completed
- 16 Municipalities represented
- Five priority areas:
 - Fund Development
 - Audience Development and Outreach
 - Board Development
 - Marketing and Communication
 - Program Development and Evaluation



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Next Steps

- Develop a series of workshops & seminars throughout Metro Vancouver and region over the next 1 –2 years
- Complete Survey Monkey online



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Next Steps

- Sub Committee meeting March 13, 2013
- Presentation to RCDAC March 20, 2013
- Develop and Deliver a series of workshops & seminars throughout Metro Vancouver and region over the next two years



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Follow-up information will be posted at
www.metrovancouver.org search **Survivor 101**



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Thank You.

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