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
Non-Profit Lifecycle Stages

IDEA | START-UP | GROWTH | MATURITY | DECLINE | TURNAROUND | TERMINAL

Vitality

Regeneration
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?
LIFE CYCLES
Idea

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

LIFE CYCLES

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

**LIFE CYCLES**

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- **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
Summary

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- 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
**Summary**

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- 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
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?

### LIFE CYCLES

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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
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?
Audience Development
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**
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
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
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
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
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?
Funding
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
Summary

FUNDING

Involve Funders

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

FUNDING

Involve Funders

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

Funding Support

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

FUNDING

Funding Support

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

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

• Develop a series of workshops & seminars throughout Metro Vancouver and region over the next 1–2 years

• Complete Survey Monkey online
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
Follow-up information will be posted at
www.metrovancouver.org search Survivor 101
Thank You.