Summary
Summary

LIFE CYCLES

Vitality

Regeneration
## Summary

### LIFE CYCLES

<table>
<thead>
<tr>
<th></th>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>
**Summary**

**LIFE CYCLES**

<table>
<thead>
<tr>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

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

LIFE CYCLES

<table>
<thead>
<tr>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

- **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

<table>
<thead>
<tr>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turnaround</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

• 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

<table>
<thead>
<tr>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

- **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
**LIFE CYCLES**

<table>
<thead>
<tr>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

- **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

LIFE CYCLES

<table>
<thead>
<tr>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

- 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
Summary

LIFE CYCLES

<table>
<thead>
<tr>
<th></th>
<th>Idea</th>
<th>Start-up</th>
<th>Growth</th>
<th>Maturity</th>
<th>Decline</th>
<th>Turn-around</th>
<th>Terminal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5</td>
<td>9</td>
<td>19</td>
<td>22</td>
<td>3</td>
<td>18</td>
<td>2</td>
</tr>
</tbody>
</table>

- 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?
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
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 from non-profits
Summary

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

Involve Funders

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

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
Next Steps...

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

• Complete Survey Monkey online

• Follow-up information will be posted at [www.metrovancouver.org](http://www.metrovancouver.org) search Survivor 101
Thank You...