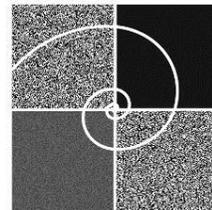


# Elora Centre for the Arts Strategic Plan



elora  
CENTRE FOR  
THE  
arts

## Background and Data

Prepared by

ABSTRACT Project Management & Consulting

June 2017

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**ABSTRACT**

This plan was researched and written by  
 ABSTRACT Project Management & Consulting for  
 Elora Centre for the Arts (ECFTA)  
 April - June 2017

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# Report

## Previous Consultations & Data

### Sage Solutions - Rejuvenating the Vision of Elora Centre for the Arts - July 2014

This final report written by Rebecca Sutherns of Sage Solutions summarizes an extensive amount of research executed during April and May of 2014. The research included 30 interviews from a variety of stakeholders, electronic feedback, meetings with the ECFTA's Strategic Advisory Group, meetings with tenants, and two larger community consultations. "The purpose was to gather wisdom, build enthusiasm and gauge support for a revitalized ECFTA."

This report included a vast amount of detail on the community's demographics, the ECFTA's financial overview, the organization's identity and reputation, and the potential for new partnerships. It also identified a consensus for the concept of an "Artsplex".

The outcome of the report was the Strategic Advisory Group's recommendation to the ECFTA Board that they embrace a new identity for the organization as "a community-benefit landlord", as it would deliver on the Group's "desire for financial solvency, flexibility, and creativity".

Ultimately the Board accepted this recommendation on June 17, 2014.

The Artsplex concept failed to realize due to some critical factors. For example, the organization was contacted by the Canada Revenue Agency to inform them that their new concentration on rentals as the primary source of revenue was not authorized as it was a departure from the original objects of incorporation, and would result in action taken against them if the situation was not rectified.

### OPEN Architects Inc. - Vision - April 2016

This report, prepared by OPEN Architects Inc., summarizes a comprehensive workshop that took place at the Centre on April 19, 2016, where 24 people participated in exercises to help to determine the future of ECFTA. The preliminary exploration (as the report alludes to the possibility of a future, more detailed program) required attendees to select images and describe ways in which existing or new physical spaces could "help nurture art". This resulted in a list of spaces meant to house the Centre's programs and activities. These areas generally included reception and administration, food and beverage, kitchen, activity support space, and various art program delivery spaces. Much of the report was visual, including images of the well-curated photos and workshop activities.

## HH Angus & Associates Limited - Site Observation Report - May 2016

This report prepared by HH Angus & Associates Limited summarizes a site visit that took place on May 1st, 2016, where representatives of OPEN Architects Inc. and the ECFTA were present, to review the mechanical building systems of the Centre. The report simply describes observations and makes preliminary recommendations. Of note, the author observes:

1. The building is approximately 12,000 square feet.
2. The building has no ventilation or air-conditioning.
3. The building is heated by a steam boiler with piping throughout the facility, with cast iron radiators in every room, and was last serviced in May 2016.
4. The heating system is at the end of its life. It is inefficient and unreliable, costing the organization approximately \$100,000 per year.
5. The building plumbing appears to be operating, but parts of the drainage in the basement are leaking and need repair.

The author recommends that the organization:

1. Replace the existing steam boiler with a new hot water heating system with zone control. There may be government assistance to help pay for this. While this new system would be more reliable, it will do little to lower the heating costs.
2. A proper energy study by HH Angus would identify any government incentives.

## ABSTRACT Project Management & Consulting - Turnaround Plan - October 2016

In the summer of 2016, the ECFTA partnered with ABSTRACT Project Management & Consulting to work with Board members to review past research and reports, work through a half day of lean business development activities, and form a Turnaround Plan.

The Turnaround Plan is a one-year strategy to help the ECFTA recover from a range of difficulties and to chart a new course of solutions to ensure its continuity in the future.

The short-term Plan outlined the following goals and included strategies to help to achieve this within a year:

- A vibrant destination for artists, youth, visitors and tourists
- Thriving art programs and exhibitions
- Financial sustainability for day to day operations with a positive cash flow from month to month
- Roster of active volunteers due to positive public perception
- Expanded Board that incorporates diversity, financial aptitude, and arts management skills

## Current Methodologies

With the Turnaround Plan underway, the ECFTA Board employed ABSTRACT associates, Gabrielle Clermont and Lauren Judge, to undertake a strategic planning process that would identify goals and strategies that would best serve the organization for the subsequent three years. The strategic planning process was comprised of three events - two workshops with Board members and staff, one public consultation with a variety of stakeholders - a public survey and individual interviews with staff, municipality and community members.

### April 8, 2017 - Initial Board and Staff Workshop

Gabrielle and Lauren facilitated a half-day workshop with the Board of Directors and the Centre's Staff designed to generate new empathy for each other and key audiences, to prioritize their roles in the community, and to envision the future of the centre. The following exercises were undertaken that day:

- **Hats & Skills** - Participants worked individually to identify the various hats they wear (roles) in their personal and professional lives outside of the ECFTA, as well as their unique skill sets. The purpose of such an exercise is to generate new empathy for each other with the potential to impact workloads, assignments and project management. The data collected about each Board member can be found in the [Data Collection](#) below.
- **Empathy Maps** - This exercise puts participants in the role of imagining the organization from different points of view using our five senses to explore. Working in groups, Board members envisioned perspectives from different stakeholder groups, one per group.

Participants identified four types of stakeholder for the ECFTA: the Tenant / Renter, the Staff, the Program User, and the Donor. Participants were divided into four groups. Each group was assigned a stakeholder type and asked to describe what the stakeholder sees, says, hears, does and feels, what motivates them, what do they want from ECFTA, and what the organization can do to improve the stakeholders overall experience. The results can be found in the [Data Collection](#) below.

- **Aspirational Card Game** - Participants worked individually. Each person was given 43 cards that identified possible roles/activities in language that could be widely interpreted by the user. Lauren facilitated a process for participants to interpret and prioritize each role/activity as either core, adjacent, aspirational or out of bounds. Core roles/activities that we do (or should be doing) and are essential to ECFTA operations and success. Adjacent Roles/activities that we do (or should be doing) that are helpful but not as important. Aspirational Roles/activities we don't do, but we want to see in the future. Out

of bounds Roles/activities that we shouldn't be doing. The results can be found in the [Data Collection](#) below.

- **Cover Story** - Participants worked individually to imagine a compelling cover story written about the ECFTA success achieved in 2020. They devised headlines, possible quotes and interviewees to help illustrate their vision for the future. The final headlines can be found in the [Data Collection](#) below.

### April 20, 2017 - Public Consultation

Gabrielle and Lauren facilitated an evening workshop (two hours) that included members of the community, arts appreciators, volunteers (existing and past), members of the organization, Board members and staff. The workshop was designed to understand the present stakeholders, gather existing interpretations of the various aspects of the ECFTA, as well as envision new futures for the ECFTA that are in line with the organization's original mission.

- **Post-ups** - The goal of this exercise is to understand participants motivations and barriers in interacting with the ECFTA. Participants personally reflected on each question, recording their answers on sticky notes that were attached to a large graph paper representing each question. Every response on every post-it note was entered into a word cloud generator application called Word It Out. The resulting word clouds can be found in the [Data Collection](#) below. The size of a word is determined by the frequency of its entry into the generator.
- **4Cs** - Participants worked in groups (a mix of community members, organizational members, volunteers and staff) to record their perceptions about the organization in the present day (2017) and their hopes for the future (2020). They were given two pieces of flip chart paper divided into four quadrants for Cash, Challenges, Characteristics and Components - the first for 2017 and the second for 2020. Participants jotted down words and phrases that related to each quadrant on post-it notes and affixed them to the flip chart paper. Each group shared the results of their brainstorming. Every word or phrase was recorded and sorted into categories. Values for each category were calculated based on the number of responses and then translated into percentages.

The data is presented in pie charts in the [Data Collection](#) below, and is representative of the public perception of how ECFTA makes its money now and in the future (Cash); the challenges the organization needs to address now and in the future (Challenges); how the organization can be described now and in the future (Characteristics); and its various physical and organizational elements now and in the future (Components).

This activity can also help to generate some new directions for the organization, now that the Board understands what their stakeholders would like to see in the future.

- **Dot Vote** - Starting with the data originally collected by Open Architects at the April 2016 consultation, and with some additions from the 4Cs exercise described above, participants were given six dot stickers with which to cast votes for the physical components they felt were most important for the future of ECFTA. The goal of this exercise was to bring the two data sets together and to clarify priorities for the physical space. The results of the dot vote can be found in the [Data Collection](#) below.

## Public Survey

Gabrielle and Lauren designed a survey to collect information from ECFTA stakeholders during a two-week period (April 20 - May 9, 2017). The survey collected data about the 51 respondents - a diverse group of interested community members - useful in designing a plan for the ECFTA that would appeal to them. The complete survey and responses can be found in the [Data Collection](#) below.

## May 11, 2017 - Presentation to the Board

Gabrielle and Lauren presented their findings to date - key findings from the previous workshops and survey results - to the ECFTA Board members and staff to stimulate conversation and land on a set of goals to be achieved by 2020. After presenting the findings to the Board and staff, and after a thorough discussion, it became clear there were four areas of priority for all participants in the room: Artist Excellence, Community Engagement, Communications, and Sustainability. Further analysis revealed that Communication was a value shared across all stakeholder groups, and more of a tool to achieve the goals set out in the other three priority areas. The Power Point slides from the ABSTRACT presentation are available in the [Data Collection](#) below.

## Interviews

To better inform the research, provide context to the data collected, as well as to best understand the working relationships in and around ECFTA, Lauren conducted 4 individual interviews that included staff, a Cultural Coordinator for Centre Wellington, and a past donor and Chair of the Board who remains an interested community member.

## Data Collection

### Original objects of incorporation

- a) To renovate and maintain the former Elora Junior School building and associated lands at Elora, Ontario, as an arts school and cultural centre to serve the local community and to attract artists and educators regionally, provincially, nationally and internationally.
- b) To establish in this centre a public gallery dedicated to the exhibition and promotion of the arts and to provide lectures, seminars, workshops and other forums for public education, as well as studio and meeting space.
- c) To provide a stimulating, welcoming venue for community youth aimed at enhancing artistic and cultural awareness and skills promoting cooperation and learning.

(Letters Patent, dated January 25, 2002.)

### Board of Directors - Roles & Skills

The following data was retrieved at a Board workshop, held in the Harris Exchange (main floor of the ECFTA) on the morning of Saturday April, 8 2017, as well as from the ECFTA website (<https://eloracentreforthearts.ca/about/board/>).

The purpose of collecting this information was for the Board members to empathize with each other, understand each other's perspectives, and know the skill sets each member brings to the table. The Board should refer to these skill sets when assigning the tasks in the Action Plans.

#### ***Sheila Koop, Co-Chair***

In her work life Sheila has held the post of General Manager for the Mariposa Folk Festival (including coordination of arts programs in Toronto schools during the academic year); General Manager of Sheep Focus, an annual weekend promotional event for the Ontario Sheep Association; and an educator with the Upper Grand School Board for 25 years.

*She wears many hats:* Educator, Tutor, Mother, Grandmother, Sister, Writer, Friend, Thinker, Cook, Mover, Volunteer, Nature Lover

*Skills:* Organized, patient, confident, curious, good, communicative, experienced, interested in group dynamics.

***Matt Ladner, Co-Chair***

Currently an advisor to a First Nations wind farm, working on strategic planning and cash flow for this client. A graduate from Centre Wellington District High School, he holds a Bachelor of History degree from Queen's University.

*He wears many hats:* Father, Husband, Promoter, Consultant, Advocate, Entrepreneur, Forecaster, Messenger, Collaborator, Listener, Volunteer

*Skills:* Financial review, organization, project management, communication, entrepreneurship, public speaking, forecasting, leadership

***Berry Smith, Secretary***

Berry received his bachelor and doctoral degrees from the University of Cambridge, England. He joined the University of Toronto where he was a professor of Zoology and then Cell and Systems Biology until his recent retirement.

*He wears many hats:* Academic Administrator, Scientist, Photographer, Dog Lover, Husband, Father, Gardener, Painter, Academic, Nature Lover, Musician, Teacher

*Skills:* Financial planning, problem solving, graphics, presentations, Power Point, computer software, computer hardware, organizational structure, running meetings, writing, editing, internet, websites

***Shelley Carter***

Shelley has worked as an occupational therapist / psychotherapist for many years, and continues to do so. Shelley also coordinates group exhibitions and their associated publications.

*She wears many hats:* Partner, Mother, Therapist, Art Coordinator, Witch, Wise Woman, Caregiver, Volunteer, Nature Lover

*Skills:* Group work, community building, thinking, listening, Power Point, teamwork, tarot reading

***Vic Follitt***

Vic has spent most of his life in the world of radio as an announcer, writer, music director, program director and sales and station manager. He also partnered with his son in a video/production company and continues to provide audio services to the transportation Industry.

*He wears many hats:* Broadcaster, Marketer, Retiree (Semi), Grandfather, Dog Lover, Volunteer, Media

*Skills:* Networking, marketing, commercial writing, sales

### ***Renate Karger***

Owner, President of Karger Gallery, Elora, Ontario — 1993 to present (23 years) . Responsible for all buying, merchandising and operations of the business. Studied fine art and silversmithing with various artisans across Ontario.

*She wears many hats:* Mother, Partner, Business Owner, Nature Lover, Multitasker, Artist, Visionary, Daughter

*Skills:* Creative visioning, business, design, multitasking, sales, motivation

### ***Jon Ralston***

Jon is the President, Artistic Director and one of the owners of Riverfest Elora. He studied music from the age of 8 and continued these studies at Humber College before deciding to shift directions academically. Aerospace engineering was followed by Political Science at Carleton University.

*He wears many hats:* Business Owner, Artistic Director, Label Curator, Husband, Board Director, Administrator, Entrepreneur, Musician, Volunteer

*Skills:* Leadership, organizational efficiency, problem solving, financial awareness, public speaking, social connectivity

### ***Melissa Seagrove***

Melissa has been working as a Real Estate Professional in Centre Wellington for 10 years. She started her career while raising two young school-aged children. Melissa manages a full yet rewarding schedule, taking care of clients during any hour of the day and managing a happy family life with her partner, Terry, who also runs a local business.

*She wears many hats:* Friend, Mother, Sister, Community Member, Volunteer, Marketer, Business Owner, Entrepreneur, Matchmaker

*Skills:* Motivation, creative thinking, working at a fast pace, adaptation, networking, independence, problem solving

***Sarah Shannon***

She has been working in Elora since June 2010, first as an articling student and now as a lawyer. Sarah's main areas of practice include real estate, wills and estates and business/corporate law. Sarah obtained her Bachelor of Arts (Hons.) in French Studies with a minor in Spanish Studies from the University of Guelph in 2007. She then obtained her Bachelor of Laws from the University of Ottawa in 2010.

## Empathy Maps

### The Tenant / Renter

<b>What they see</b>	<p><b>Positives:</b> Upgrades, vibrancy, action, engagement, staff, exhibits, a building with character, the Centre is changing and waking up</p> <p><b>Negatives:</b> Less vacancy, need for heat (winter), need less heat (summer), bathrooms need upgrading, a run-down building</p>
<b>What they say</b>	<p><b>Positives:</b> Caring landlords, positive things</p> <p><b>Negatives:</b> Building needs more tenants, building needs improvements, more activity within the building, “What’s the plan?”, “Am I part of the future?”</p>
<b>What they hear</b>	<p><b>Negatives:</b> Non-direct communications, intermittent, not coordinated, conflicting information, mixed messages, renovations are coming... maybe, Nothing!</p>
<b>What they do</b>	<p><b>Positives:</b> Art and artistic activities, education, programs, more community related activities, working together with other tenants, community building, providing an outlet for young people / kids</p> <p><b>Negatives:</b> Conflicting / competitive activities</p>
<b>How they feel</b>	<p><b>Positives:</b> Upbeat, included, more welcomed than in the past, momentum</p> <p><b>Negatives:</b> Uncertain, excluded, facility could be upgraded in many cases, still hesitant to feel the current positive trajectory will hold, space could be improved</p>
<b>What motivates them</b>	Profit, suitable space, creative community,
<b>What they want</b>	Stability, predictability, functioning facility, financial sustainability
<b>What we can do</b>	<p>Improve communication by</p> <ol style="list-style-type: none"> <li>1. Establishing a communication strategy</li> <li>2. Providing clear and consistent messages</li> </ol>

## The Staff

<p><b>What they see</b></p>	<p><b>Positives:</b> Potential, drop-ins (“Hey, what’s going on?”), momentum, exhibitions, students, community support, renters, overall activity in the building, progress (but remember, Rome wasn’t built in a day), patrons supporting and buying art, community coming to learn, openness with staff in the building, innovation, programs tied to gallery exhibitions, Facebook/Instagram feed chatter</p> <p><b>Negatives:</b> Shoe-string budget</p>
<p><b>What they say</b></p>	<p><b>Positives:</b> “I want to do this!”, “Yes!” (mostly)</p> <p><b>Negatives:</b> “Who is doing what?”, “Yes!” (mostly)</p>
<p><b>What they hear</b></p>	<p><b>Positive:</b> Buzz, good things, positive messages, support for the arts community, future opportunities</p> <p><b>Negatives:</b> “Too much activity too soon?”, sometimes not hearing anything, “<i>This</i> isn’t happening yet”,</p>
<p><b>What they do</b></p>	<p><b>Positives:</b> A lot!, changing roles due to growth, raising the bar!, promotion, outreach, having a voice, “as much as I am able”, running with ideas with success, not afraid to do things differently than the past</p>
<p><b>How they feel</b></p>	<p><b>Positives:</b> Gratitude, excited, uplifted, excited with the need to pace ourselves, optimistic, supported, safe, anticipation, determining our direction (“What do we want to be?”)</p> <p><b>Negatives:</b> Sometimes uncertainty (job security), the need to maintain connections with other arts groups</p>
<p><b>What motivates them</b></p>	<p>Supporting the arts, community involvement</p>
<p><b>What they want</b></p>	<p>Chair storage, continued understanding and support, more opportunities</p>
<p><b>What we can do</b></p>	<p>Engage with staff regularly by</p> <ol style="list-style-type: none"> <li>1. Checking in - either in regular meetings, or just drop by (“Hey, how’s it going?”)</li> <li>2. Keeping an open mind</li> <li>3. Being open to taking risks</li> <li>4. Trusting that you are employing staff with skill sets different from your own, values that match your own, and capabilities to carry out the Action Plans</li> </ol>

## The Program User

<b>What they see</b>	<p><b>Positives:</b> Nice website (easy to navigate, fresh), quality courses, many options, professional / experienced art teachers, organized outlines</p> <p><b>Negatives:</b> Ugly Casson room that needs revamping (sink, paint job, storage)</p>
<b>What they say</b>	<b>Positives:</b> “Had a great experience”, positive feelings, the course delivered what they expected, it’s going well, interesting and helpful
<b>What they hear</b>	<b>Positives:</b> Exciting programs, there is a lot happening, great plans for art education, good things
<b>What they do</b>	<b>Positives:</b> Tell others about their experiences, create masterpieces!, activity, mentored by their idols, attending
<b>How they feel</b>	<b>Positives:</b> Happy, creative, positive about the Centre, hopeful, grateful, relieved
<b>What motivates them</b>	Learning, belonging, support, new opportunities, supporting the Centre
<b>What they want</b>	Good quality experiences, to learn something new, to boost their creativity, connect with like-minded people
<b>What we can do</b>	<ol style="list-style-type: none"> <li>1. Be consistent and reliable with programming</li> <li>2. Continue to offer quality, varied and interesting programs</li> </ol>

## The Donor

<p><b>What they see</b></p>	<p><b>Positives:</b> Positive change, programs growing, lots of renewed activity, new visual style, renewal, monthly exhibits, full program schedule, packed events, updated website, social media, newsletter updates, promotions in public spaces, information for the young and old, facelift for Harris gallery and new hanging system, banners promoting young makers and make a date with art, a rack of cards and brochures with a variety of children’s and adult programs</p> <p><b>Negatives:</b> Challenges with the building,</p>
<p><b>What they say</b></p>	<p><b>Positives:</b> Improvements are happening, want to help, want to be updated frequently, things are turning around</p> <p><b>Negatives:</b> “I wonder if these great new things will last?”</p>
<p><b>What they hear</b></p>	<p><b>Positives:</b> ECFTA is an integral part of the community</p> <p><b>Negatives:</b> Despite the mostly positive comments about what’s happening the Centre is on the verge of being sold, nothing, not understanding the direction</p>
<p><b>What they do</b></p>	<p><b>Positives:</b> Watching for exhibitions, questioning, interacting, donating (although with some caution)</p>
<p><b>How they feel</b></p>	<p><b>Positives:</b> Renewed, included, positive, relieved</p> <p><b>Negatives:</b> Uncertainty, looking for confirmation, a measure of concern for the future of ECFTA</p>
<p><b>What motivates them</b></p>	<p>Investing in their own community, seeing themselves as patrons of the arts, personal connections with staff and Board members, fear of losing the Centre, leaving a legacy, confidence in leadership and communication</p>
<p><b>What they want</b></p>	<p>To get the Centre back on track, a legacy, community, confidence in the future of ECFTA, regular communications,</p>
<p><b>What we can do</b></p>	<ol style="list-style-type: none"> <li>1. Express gratitude to donors at every opportunity (e.g. when introducing an event)</li> <li>2. Providing clear and consistent messages</li> <li>3. Make sure they get their tax receipts on time</li> <li>4. Regularly ask for their input and invite them to events where they can meet and interact with other donors</li> </ol>

## Aspirational Card Game Results

This chart represents the 43 possible roles/activities presented to participants at the Board workshop on April 8, 2017, and the values assigned by the participants to each of the roles/activities.

Participants worked individually. Each person was given 43 cards that identified possible roles/activities. Lauren facilitated a process for participants to interpret and prioritize each role/activity as either core, adjacent, aspirational or out of bounds (definitions provided below).

### Legend/Definitions

Core	Roles/activities that we do (or should be doing) and are essential to ECFTA operations and success.
Adjacent	Roles/activities that we do (or should be doing) that are helpful but not as important.
Aspirational	Roles/activities we don't do, but we want to see in the future.
Out of Bounds	Roles/activities that we shouldn't be doing.

1	Influencing community priorities											
2	Influencing public opinion											
3	Lobbying for policy change											
4	Promoting specific cultural interventions											
5	Building collaboratives											
6	Coordinating funded activities											
7	Facilitating learning networks											
8	Managing formal collaborations											
9	Developing the skills of volunteers											
10	Growing local contributors											
11	Promoting stakeholder effectiveness											

12	Connecting leaders with stakeholders	Green	Grey							
13	Empowering stakeholders	Yellow	Grey							
14	Measurable social and environmental impact	Yellow								
15	Designing external / community programs	Orange	Yellow	Green	Grey	Grey				
16	Incubating social or business initiatives	Green	Green							
17	Managing direct services and programs	Orange	Orange	Orange						
18	Managing external / community programs	Yellow	Grey	Grey						
19	Starting new internal programs	Orange	Orange	Orange	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
20	Facilitating civic participation and volunteerism	Orange	Orange	Orange	Yellow	Yellow	Green	Green		
21	Facilitating community dialogue	Yellow	Yellow	Yellow	Green					
22	Mobilizing stakeholders around issues	Green	Grey	Grey						
23	Empowering stakeholder decision-making	Grey								
24	Providing avenues for community input, ideas and connections	Orange	Orange	Yellow	Yellow	Green	Green	Green	Green	Green
25	Strengthening social connections among stakeholder	Orange								
26	Deliberately attracting diverse partners / sponsors	Orange	Yellow	Green	Green					
27	Developing new earned income	Orange	Orange	Orange	Yellow	Green				
28	Soliciting capital from outside the community	Green	Green	Green	Green	Green	Grey	Grey		
29	Soliciting sponsorship	Orange	Orange	Yellow	Green	Green	Green			
30	Co-creating initiatives with partners / funders / sponsors	Orange	Yellow	Yellow	Yellow	Green				
31	Financial planning	Orange	Orange	Orange	Orange	Yellow	Green			
32	Growing financial expertise	Yellow	Yellow	Yellow	Green					
33	Initiating investments or endowments	Yellow	Green	Green	Grey					
34	Managing financial transactions	Orange	Orange	Orange	Yellow					
35	Developing community initiatives	Orange	Yellow	Yellow	Yellow	Green				
36	Emergency response and effectiveness	Green	Grey	Grey						

37	Proactive planning for the long term	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green
38	Sustainable development planning	Orange	Orange	Orange	Green	Green	Green	Green	Green	Green
39	Compiling information about available resources	Yellow	Yellow	Grey	White	White	White	White	White	White
40	Measuring the outcomes and impacts of programs	Orange	Yellow	Green	Green	Green	White	White	White	White
41	Researching sector-wide issues and public policy	Green	Grey	White	White	White	White	White	White	White
42	Spreading local arts news	Orange	Orange	Orange	Orange	Orange	Yellow	Green	Green	Green
43	Tracking data about stakeholders	Green	White	White	White	White	White	White	White	White

### Cover Story

Cover Story is an exercise aimed at blue sky visioning for the future. Using a provided graphic organizer worksheet, Board members answered the question, “What will the headlines say about the Elora Centre for the Arts in 2020?”

- “Art tourism soars in small town Elora”
- “ECFTA recipient of MacDonald Fund!”
- “ECFTA to undergo \$3M reanimation with help from MacDonald fund”
- “MacDonald Arts Centre surpasses 500,000 visitors”
- “Philanthropist buys ECFTA building, endows \$5M for expanding arts programming and education”
- “New performance venue announced”
- “CW Mayor Kelly Waterhouse hands cheque for \$3M to ECFTA co-chairs Demi Kelly & Dylan O. to build a new theatre and addition with elevator”
- “ECFTA gets huge endowment from Ken Thompson in recognition of hardwork, dedication”
- “Hard work and community support pays off in beautiful village of Elora”

## Post-Ups

What barriers or constraints do you face in using / interacting with ECFTA?



WordItOut

Why do you use / interact with ECFTA? What do you get out of it?



WordItOut

How do you use / interact with ECFTA?



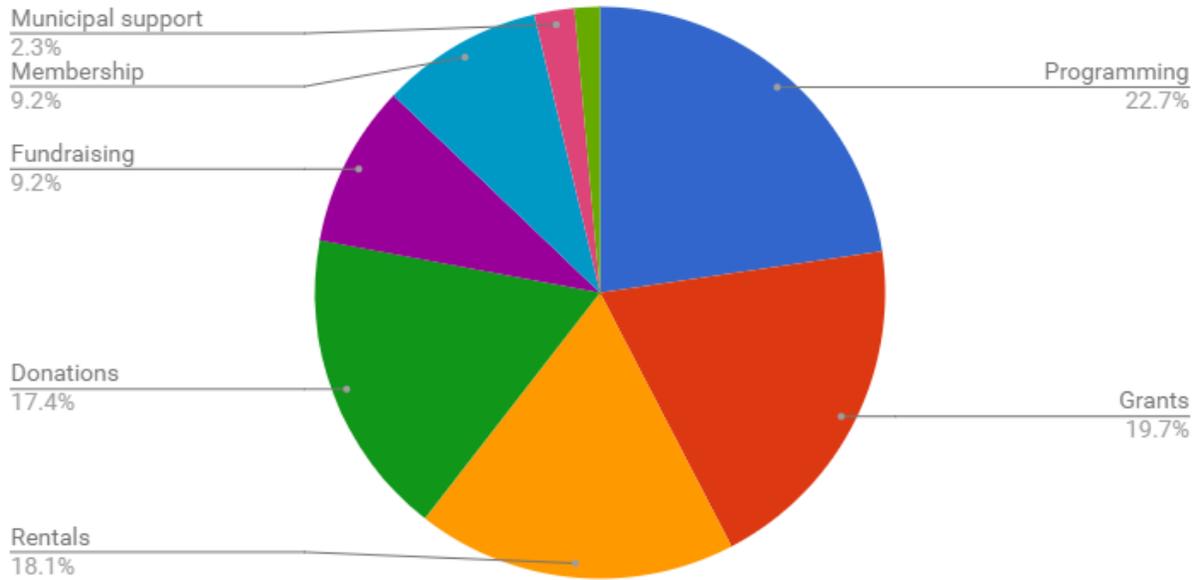
WordItOut

How did you first discover ECFTA?

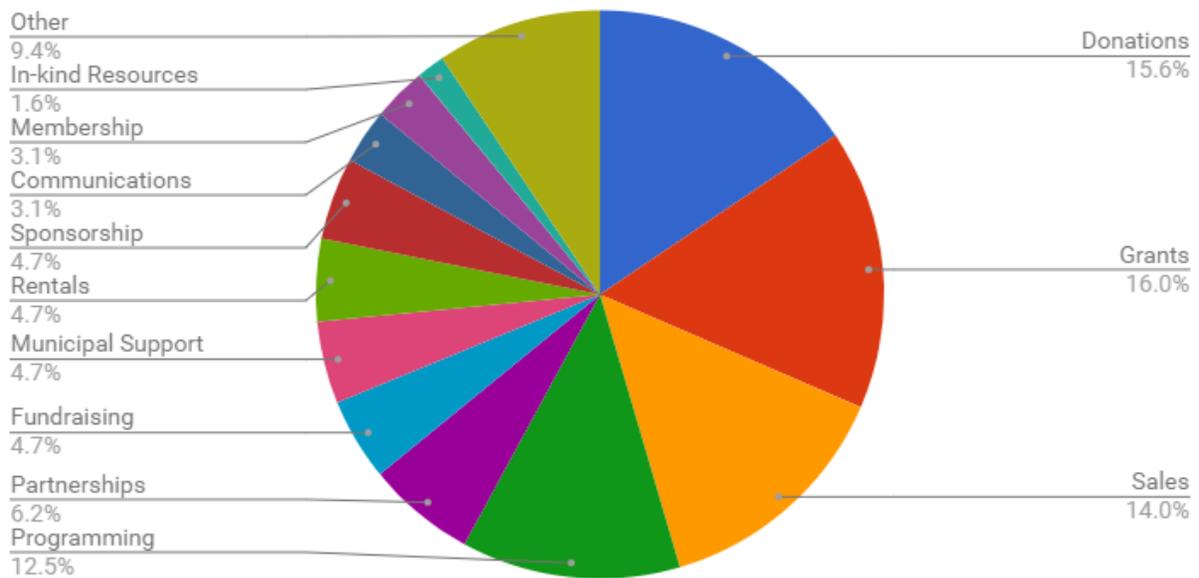


## 4Cs - Cash, Challenges, Characteristics, Components

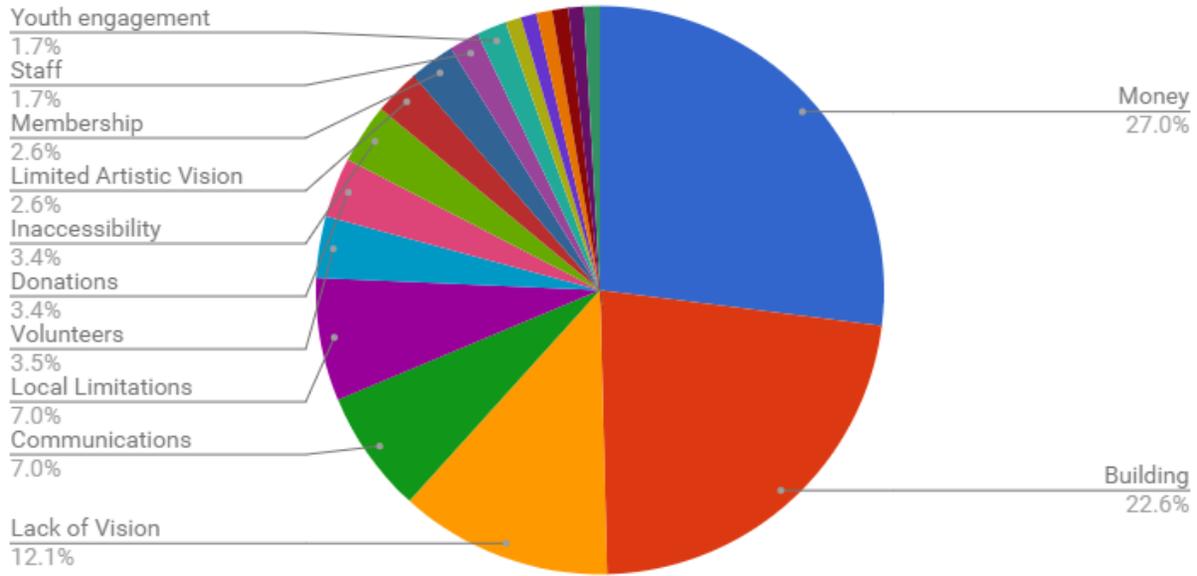
### Cash 2017



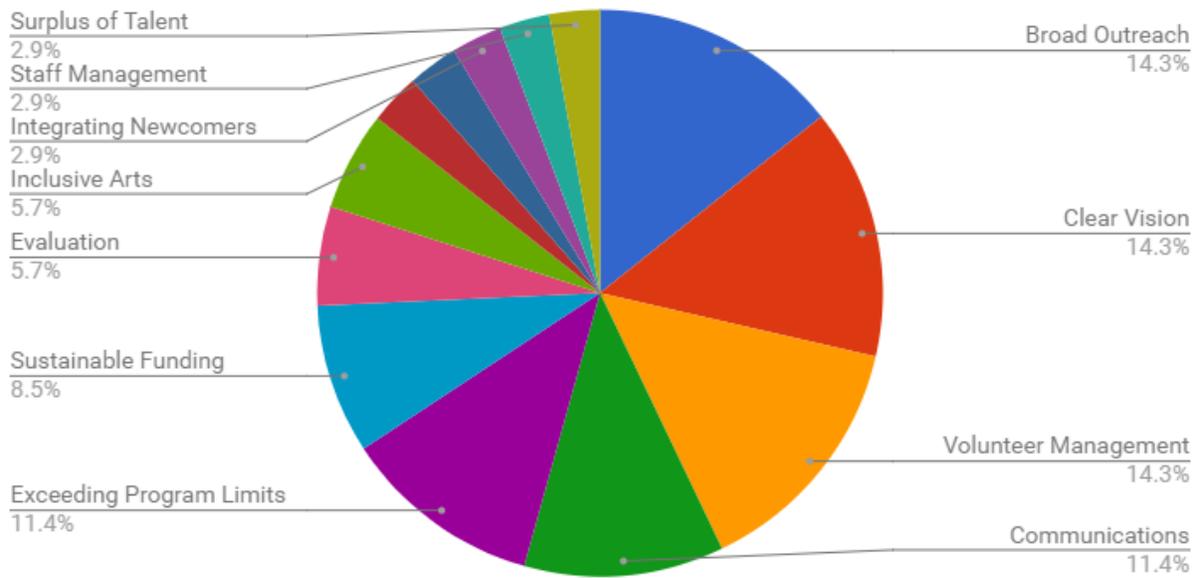
### Cash 2020



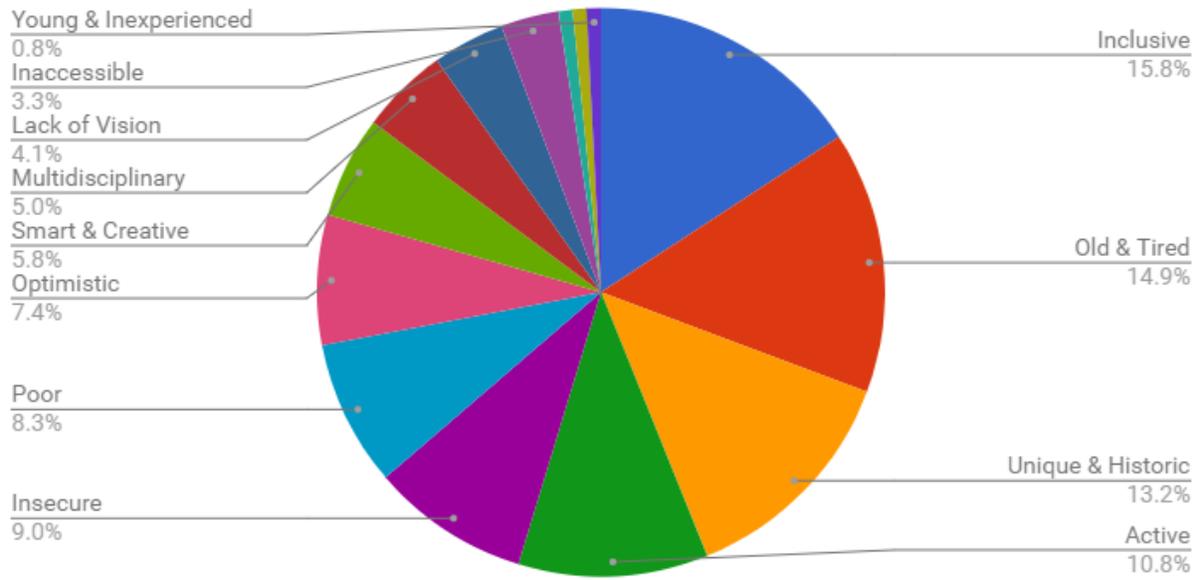
### Challenges 2017



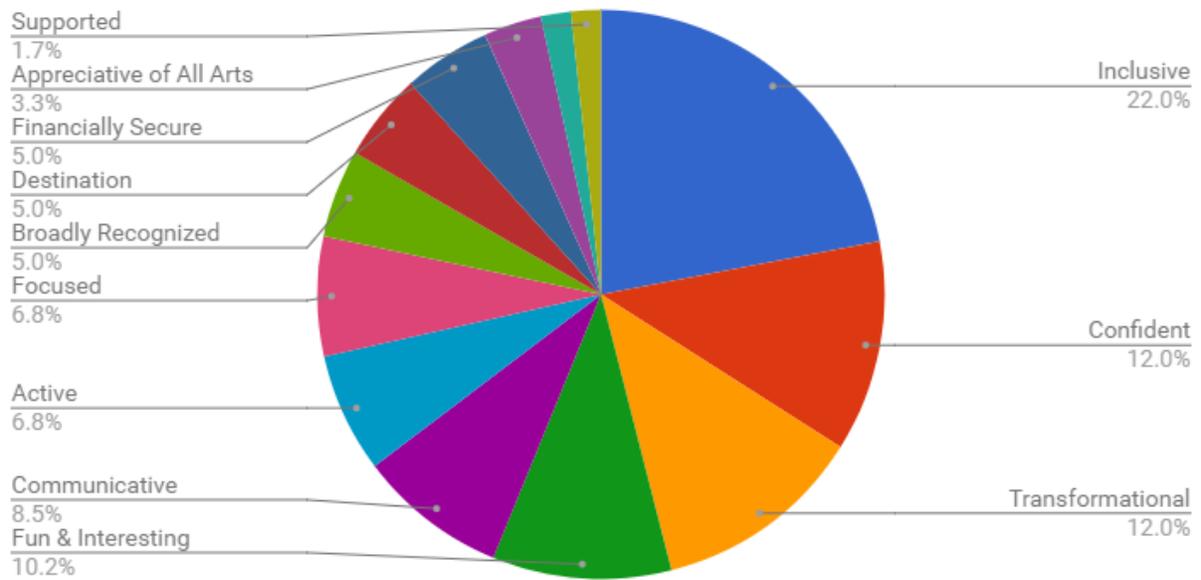
### Challenges 2020



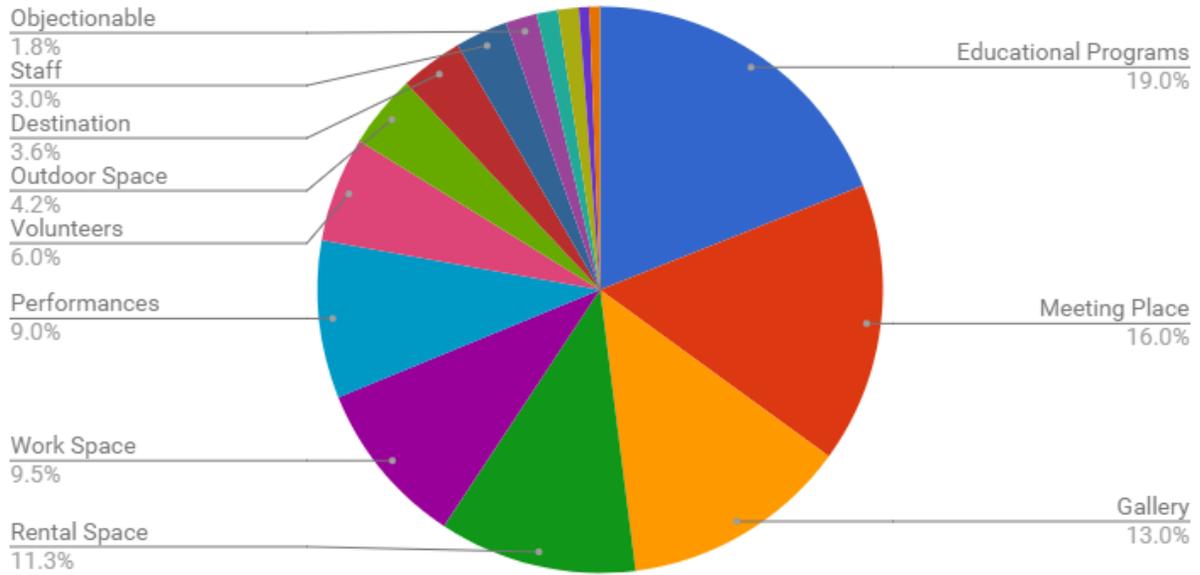
### Characteristics 2017



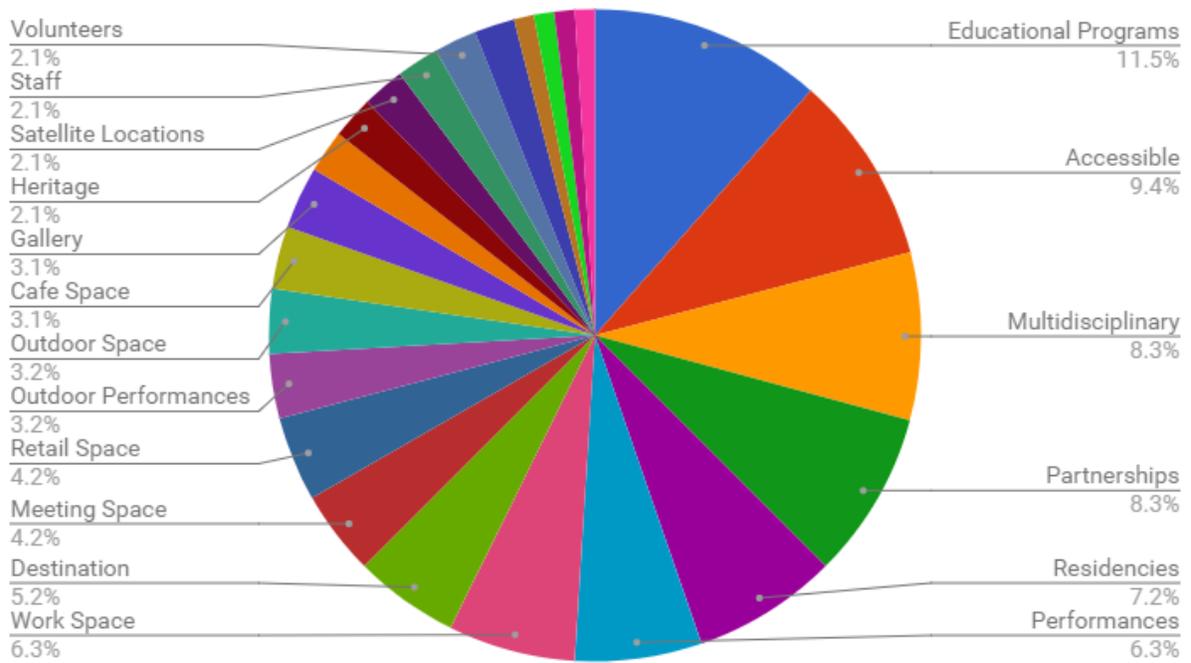
### Characteristics 2020



### Components 2017



### Components 2020



## Dot Vote - Physical Components

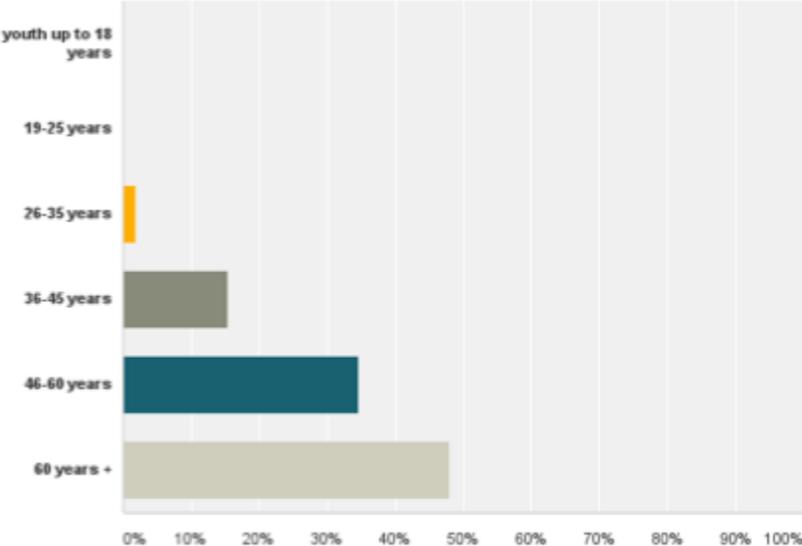
<b>Component</b>	<b># Votes</b>
children art space	13
meeting space for arts groups	12
gallery space (exhibitions)	12
artist residencies	12
International events & artists	12
live/work studios	10
community/event space	10
artist cooperatives	9
multidisciplinary space	7
500-1000 seat theatre	7
space for arts exploration	6
sculpture garden	6
addition to facility	5
retail art supplies	5
gathering space for youth	4
heritage recognition	4
classrooms	3
human resources (staff, volunteers, board)	3
food & drinks	3
universal washrooms	3
coffee shop	3
music practice rooms	3
"arts centre" (not community centre)	2

workshop wood/plastic	2
intimate performance space	2
jam rooms	2
place to belong	1
commissions	1
shared studio space	1
local hub	1
permanent collection	1
set design & fabrication	1
food truck space	1
lending library for tools	1
elevator	1
outdoor screen	1
meditation area	1
labyrinth	1
band shell	1

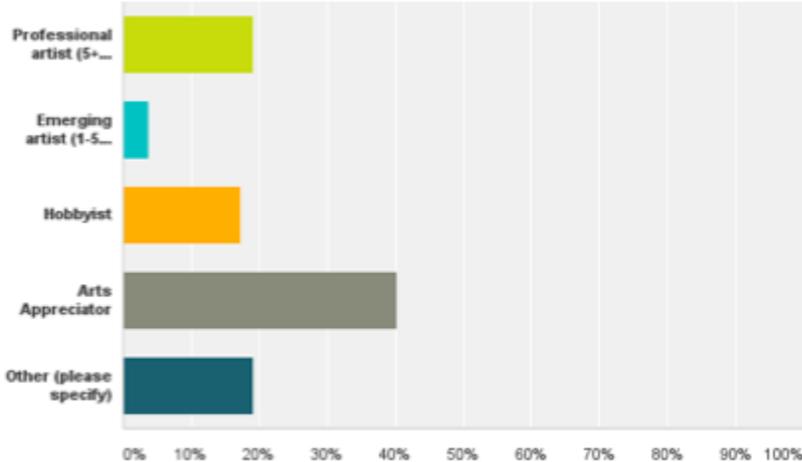
# Public Survey Results

Total responses: 51

1. What is your age? (Answered: 51, Skipped: 0)



2. Describe your experience in the arts (check the one that most accurately describes you) (Answered: 51, Skipped: 0)



**“Other” responses**

Youth arts facilitator

Academic- PhC history with focus on visual and literary arts communities

Several of the above, but I resent the word and implication of "hobbyist"

Art Teacher

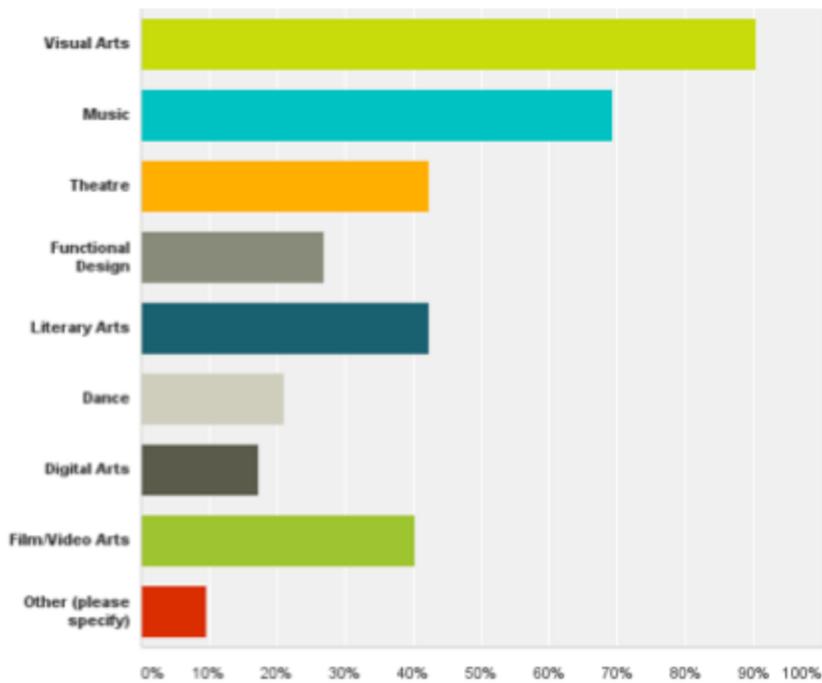
Ran drama/film/history activities for children and youth- 6 yrs.

Arts administrator and HR professional: retired

Arts administrator

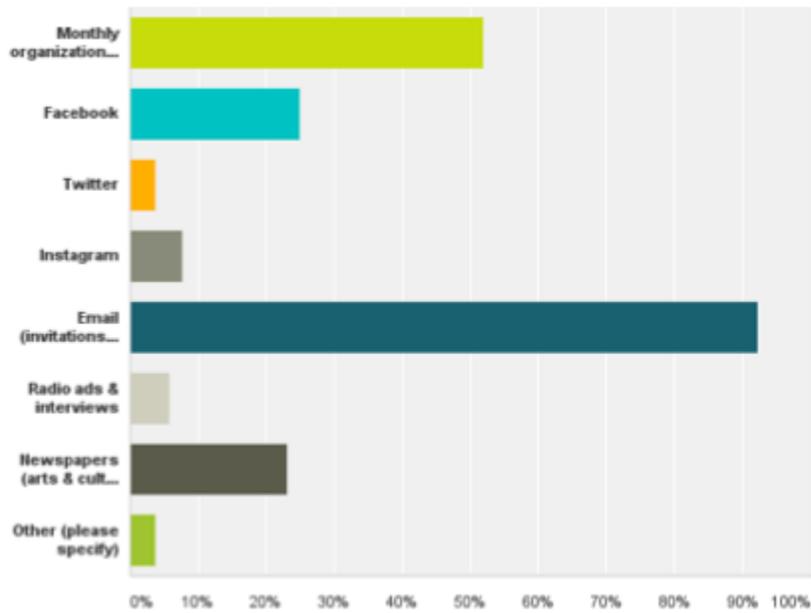
**3. Which artistic mediums interest you most? (check all that apply)**

*(Answered: 51, Skipped: 0)*

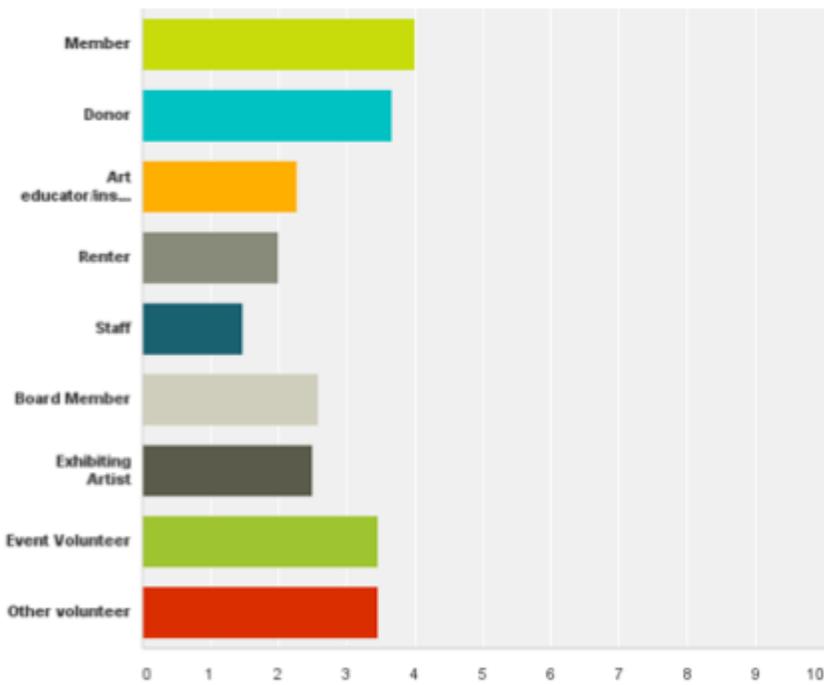


**4. How do you prefer to receive news and updates about the arts? (check all that apply)**

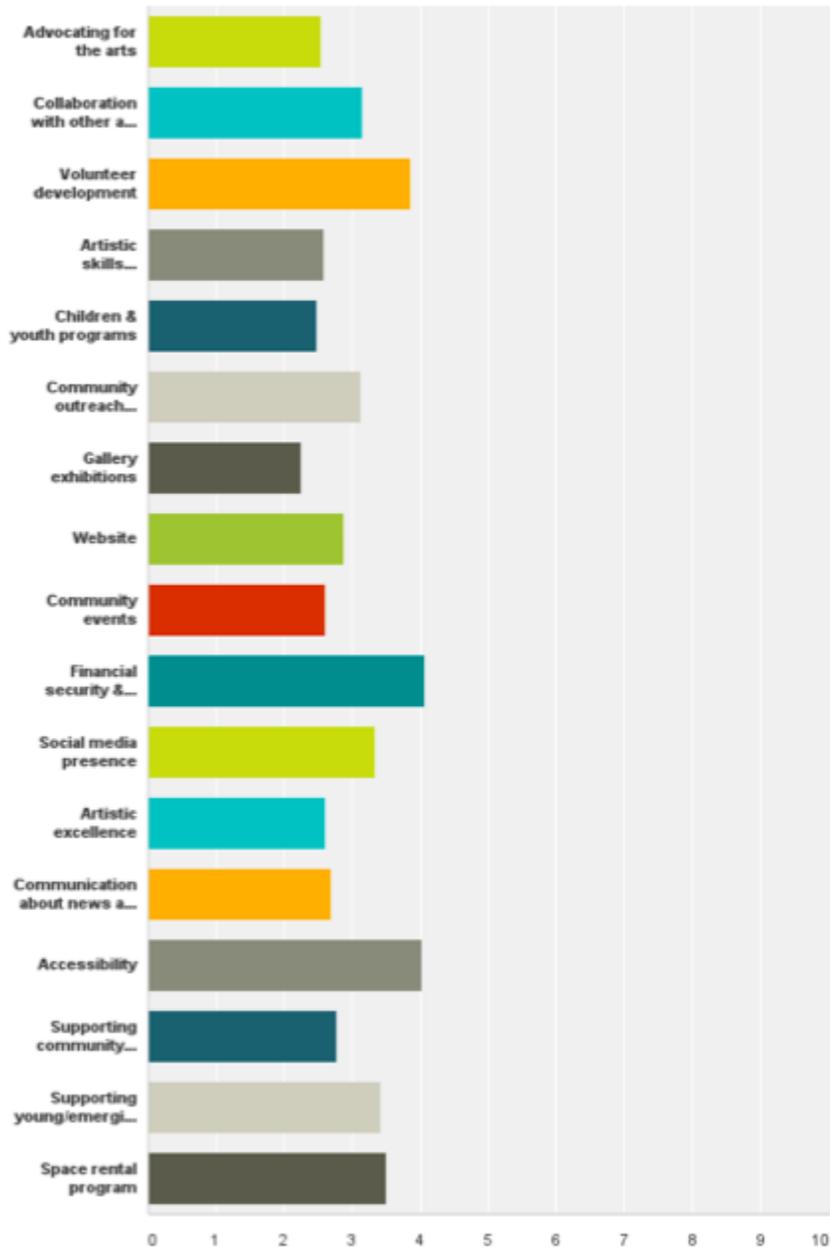
*(Answered: 51, Skipped: 0)*



**5. Please tell us about your involvement with ECFTA. How have you been involved and for how long? (Answered: 50, Skipped: 1)**



**6. Please rate your current level of satisfaction with the ECFTA in the following categories: (Answered: 50, Skipped: 1)**



**7. Hypothetical scenario: the ECFTA receives a donation of \$100,000 and you have to decide what to do with it. How would you spend the donation? (point form answer is fine) (Answered: 48, Skipped: 3)**

Wheelchair/mobility accessibility to galleries & washrooms. community kitchen for events and cafe.

Washroom accessibility and improvement/addition of studio spaces

Hire financial/development planner Hire fundraiser

Build a band shell in the yard.

Unsure

Work on a long-term sustainable plan rather than limp from year to year including getting yet one more survey

Subsidized children's programming

Getting the structure in order: example heating system, bathrooms etc.

Hire Staff Upgrade building

Improve the facility; involve community so they feel 'pride of ownership'

Building upgrades - 25% - Capital repayment - 25% - Programming - 25% - Shows - 25%

Washrooms a simple café potted trees outside the entrance doors

Ensure that the building is functioning. The classroom above the office was freezing when I took a writing class there. That discouraged future use/participation. Retail

I would break it down and give some money to programming, some to landscaping & improvements, some to scholarships, maybe pay for a decent sound system ... rather than put it all in the one pot

Put on a high profile show to attract people from elsewhere -update building -youth programming

Programming.

Look for a new venue and keep balance in reserve for rents and utilities.

Youth programming - incl. drama, music, history theatre/concert hall residences for young artists/performers

Hire full time development director whose responsibilities include fundraising, development of residency program and future development of buildings and site -replace basement windows in old pottery room -add accessible washrooms -upgrade hydro on main floor of building

Down payment on an elevator...

Making building accessible and add a new staffer for community outreach

Renovations and improvements Accessibility Certified kitchen Windows in basement

Two major limitations: 1) heating/cooling/lighting; 2) accessibility. These have created financial limitations in the past ; e.g some groups can't rent/use/attend

Serious marketing Concert series and lecture series Annual visual art festival with site-specific works around the town, for a month in the summer. Linked events at the Art Centre. Big public visibility, social media buzz, some bigger name artists in the mix.

Gallery lighting in Harris gallery and remove chalkboard; upgraded bathrooms; upgraded kitchen; open 7 days per week, book excellent music artists and hold regular concerts

Create a theatre space

Start a cafe in the building run by volunteers

Building and infrastructure security and updates

Upgrades related to future property development, ex heating, electrical, or accessibility

Upgrade infrastructure (heating/cooling/washrooms etc) make a soundproof music school studio & supply instruments

Building repair and maintenance hire an experienced fund raiser

Debt reduction

Rewire the building

Build a kitchen and start a chef training program.

A portion to pay a proper artistic director / staff / programmer who would have ideas to bring in well known local artist, emerging artists and some from beyond our community that would exhibit and teach.

Staff..programming, teaching, social media, marketing building..washroom accessibility

Fix up the washrooms and make them accessible, e.g. change the entrance to level of the gallery?

Community events

Curating more national/international exhibits( less focus on regional artists. visiting artist programs and lectures. collaboration with local MFA programs and art professionals.

Paying down the mortgage...

Pay off debts and or negotiate reductions in amounts owing

Renovations to the building or moving it

Start an endowment fund, and hire an arts marketing consultant to develop a business plan that leads to long-term operational stability

Accessibility upgrade, make building exterior appealing, enable better use of outdoor space with stage etc.

Staffing that will lead the ECFTA to growth and sustainability - public relations pieces to inform the public about the good work of the ECFTA and upcoming - developing the education, outreach and health/wellness programs in the community - better signage showing what's happening at the ECFTA

In order of importance: - debts - accessibility - washrooms and all parts of building - improved gallery & performance space

Boiler!

I'd for sure put 20% toward excellent contemporary art exhibitions to put us on a national landscape.

**8. Hypothetical scenario: you are now the new Executive Director of the ECFTA. The Board asks you to develop a new project or program to bring in money. The program must be profitable within the first year. What are your ideas? (point form answer is fine) (Answered: 40, Skipped: 11)**

Cafe & local arts shop with profits to ECFTA in Harris Room.

I would partner with school district or municipality to tailor collaborative programming that would allow us to tap into their resources- targeting curriculum requirements or technological and business skill development in the culture sector/ makerspaces etc.

Develop music class to test tapping into unused enthusiasms

Set up a series of workshops focused on bringing people from outside the community, into three ECFTAs. Visual art, songwriting, dance, other. A key factor would be to get a facilitators who are known to the public to hosts.

Unsure

You have me stumped on that one!

Children's art sale

Open a gift shop that sells local artists' work and art supplies.

Develop a cohesive schedule of classes and events to keep people in the building as much as possible.

Look for major donors with recognition - spend \$ to make\$ - Grant proposals - Have a major fundraising event - Even if you only cover costs, it will raise the awareness for those who are able to donate and it encourages further donors - Liaise with another art venue for joint shows - ie. Banff Centre - Work with the township to try and get more of the public through the Centre

A well-known artist from outside Centre Wellington, as a volunteer, to speak and demonstrate his/her art in the form of a whole day or two half day programmes. The session to be recorded on film and also in the form of a scrap book by the participants. Fees from participants and sale of scrapbook and video would / should bring in funds.

Retail. The founding Board intended the Harris room to be a gift shop. People who can't afford an original piece of artwork would like a take-away. I do not think it conflicts with Mill Street merchants. T-shirts, prints, jewelry, pottery, smaller items to create cash flow.

Music nights - live bands, booze, dancing (ideal for making money!!)

Students in the Studio. Schools have money for arts education and not all teachers feel comfortable or experienced enough to provide this, especially at the elementary level. Having a full day in the art centre, geared to the curriculum, well-published, could turn into a revenue generator.

Sell the property and find appropriate rental space to continue programs. ECFTA spends far too much money maintaining a building to focus on arts.

Residencies for young artists/performers

Search for a foundation that will commit to an annual grant of \$50,000 -develop two major fundraising events (based on ones that have been successful in the past) per year, each with the goal of raising \$15,000 - ensure that these events are collaborative and help to strengthen community connections with local retail and other businesses i.e. see this as part of economic development in Centre Wellington

Set up a tea room in the Harris room with \$5 admission, Volunteers would man it. Every week a different local artist would work in the tea room, schmooze with guests and all sales of their work they would give the centre 30%.

Event during Riverfest to spotlight performer's artistic accomplishments.

Partnership with board of education to offer art and art appreciation programs

Develop a 5-year plan to grow the Plein Air project, patterned after the Finger Lakes, NY and Easton, Maryland initiatives. Grow sponsorships (prizes,etc.), have a juried artist category, and launch a master class project with national and international instructors.

Become known as an excellent concert venue, create strong ties with Pearle, become a destination for tourists by providing regular concerts and a juried local artists gallery.

Bring in theatre groups and charge money for shows

(not sure how profitable artist in residencies can be, however...) developing a grant based artist in residency program OR becoming a programming destination, master classes etc (think Haliburton), building on the community's geographic/ scenic draw: Weekend Workshop/ Tourism!!!

"Paint Night" is very popular so maybe something like that but available regularly all year. Different versions of this could be offered on different days & some could be more elaborate than others: i.e. more than one session to work on the painting - catering available etc.

Retail store with local and provincial artists and artisans Look at what Waterloo Centre for the Arts has achieved: contact Heather Franklin

Architecture design competition for a "green home" to be built on centre property. To serve as an example / contrast the mega homes that are arriving in town. Sell this home to a cool artist!

Get a top instructor in to run a 10 to 12 wk. painting course that builds proficiency in painting culminating in a show at the end, "graduation"

Look into putting in a café and art/gift shop to make it a destination and gathering place.

There have been many fundraising events which exhausts many volunteers for little profit. Finding long term Renters to generate steady income would insure the building is busy and productive.

Lobbyist for CW Council re tax savings and cross promotion/ Pearle coordination/ Elora Festival/ Riverfest/ Authors Fest .. Build collaboration, marketing, cultural calendar

Could there be a music program/school? With all the talented musicians in this town this could be an untapped avenue of revenue.

Licensed Music Events with dancing.

Annual series of talks presented by artists about/demonstrating their chosen medium....paid attendance.....

Combining a reach to local and national artists to exhibit their work

I don't know. I think that if I were the new ED of the ECFTA the first thing I would do is find ways to aggressively cut costs (even if it meant letting go of staff) and monthly operational expenses down to less than existing monthly revenues before trying to start any new programs or initiatives.

Run a year long sculpture course focusing on the various media that can be used for sculpture. This would be unique. Many new materials. Suppliers could demonstrate.

"Beer and Brushes" at EBC - an established program for those with dementia that can be taken into long term care homes for a fee - collaborative programs with festivals (art and music) that are ticketed

Conference venue for arts and Eco friendly groups

Develop a curated art prize good art not hokey local shit Good curator A sponsor

**9. Hypothetical scenario: You have \$5,000 to donate to ECFTA this year but feel compelled to give some directions on how the money can be spent. What are your directions for your donation? (point form answer is fine) (Answered: 46, Skipped: 5)**

Towards set up fund for Cafe and local arts shop in Harris Room.

Creating a comprehensive marketing agenda that targets particular demographics beyond the local community

Add music class

Signs. Signs set up from as far away as the 401. Or run some ads in the Globe and Mail for upcoming summer events.

Would want to see some programs for seniors and also seniors with dementia, similar to the programs at the arts centre in Kitchener

I would be much more apt to donate if I knew there was already a longterm sustainable plan in place

Afterschool art program for children -daytime art program for seniors - outreach?

Artist in residence scholarship.

Use where it will have the most impact

Capital would be fine for me

Washroom!

Spend on #7 and #8. By the way... I don't have \$5,000:)

A scholarship for a young artist might be nice (run a competition, say, for students in Grade 12 who are heading into post-secondary in the arts)

Youth programming

I think it has to go to staff salaries, unfortunately. Although volunteers are great, paid staff are required to ensure continuity.

Children's programs that encourage an appreciation for art.

Youth programming - incl. drama, music, history

Development of programs to support and encourage young emerging artists

Jazz up the entryway, bring back the brochures display, create a decent place to hang coats and store boots

Organize a fundraising event that also gets participants better informed about the Centre.

Windows in pottery room

Develop a show/contest for secondary school arts in Centre Wellington in collaboration with CWDHS culminating with a presentation of the work in the Centre's galleries. Engage school staff, parents, local artists, patrons, universities, etc

Gallery projects.

Gallery lighting and remove chalkboard in Harris room

Create more shows for local artists to sell their work

Maintenance

Further upgrades in the Harris Exchange

Advertising/promotion for the centre

Update exhibit lighting

Juried competition with curatorial guidance for a commission

Towards gallery upgrades esp. the Harris room - new lighting, window treatments, movable screens to increase hanging space.

It would be directed at programming.

Revive recruiting the volunteers.

Grant writing/ event planner

Classes

Special exhibitions and visiting artists that engage the professional artist sector as well as local community.

Drop in coffee corner

Used to support programs to engage youth

Upgrades to the building

Write a business plan

Use it to leverage matching grants.

Health & wellness programs - in-school education programs

Support staffing at current level - stability of current people important

Think big and sustainable!

The highest priority item on the Boards list - I trust the new board to decide for me.

Hire a real curator to curate a kick ass exhibition.

**10. What is your favourite thing about ECFTA? (point form answer is fine)**

*(Answered: 47, Skipped: 4)*

An emphasis on inclusion and diversity.

Its potential and the energy and enthusiasm of people with a vested interest in seeing the Centre live up to that potential.

Has lovely building with much potential

The fact that we have a centrally located facility for the arts.

Involvement in the community in the past year

Seeing good-quality shows - and I would like more concerts done in the gallery space, similar to that done at the Wellington County Museum and Archives in their gallery space

The creative environment of possibilities

Beautiful building and location in the perfect part of town where the arts can flourish given the right governance.

Bright beautiful spaces

The sense of community it brings together - That it works for all age groups - That it is trying all sorts of ideas, knowing that this community can be fickle

Potential

That I helped to start it and it is still alive. Thanks. Love Art in the Yard too.

The sense of community

Supporting our local arts community and youth

Art in the Yard

Opportunities for local artist to share their work and network with other artists.

Housed in a one-of-a-kind heritage building

Its location on such a gorgeous piece of land, near Bissell Park and the Grand River -its potential to blossom into a Centre that serves the community and the arts on many levels

I love its folksy ness and did not at all like how it was a few years ago when everything was sterile and installation-style art from far away artists got shown time and again

Good list of artistic endeavours and shows that locals can enjoy.

Cooperative artist groups Sense of community Gallery exhibitions

It's potential.

The gallery, and Tutu in You Vibrant sense of community, when it works! Something magic happens. I'm excited about the plein air festival, though I guess that idea has been taken over by the arts council. Glad the centre is involved.

Local artist support

Community based and focused

Variety of activities

It's potential!

That it exists at all :-) That & it is in a special old building historic to Elora. Appropriate that it was a former school.

Potential to be a destination place for the Arts Jane's professionalism and commitment

Strengthens the already great Artistic community

Location, good memories of workshops, Harris room

How a community came together to save the old building and built an art centre that is for all age groups and promotes the arts.

History of the building being saved, location and beautiful grounds / venue that has the potential to be a hub of Centre Wellington.

Kids ..tutu, PD days, courses, dance, community asset

The energy, the sense of fun and community engagement, the programming, the great events!

Art classes

The facilities and staff.

That it exists!

Community of supporters

The reputation it is trying to build

That it's there.

The wide range of artistic possibilities it hold, Inter-arts possibilities, not dedicated to just one of the arts.

It's a diamond in the rough: could be the hub for the arts - beautiful historic building and grounds

Encourages creativity in our community - artists, hobbyists, patrons, youth - provides space for other organizations

It's a hub for our village

Makes living in (or visiting) Elora a special experience.

The community support  
The lines of the building  
The endless staircases

**11. What is your least favourite thing about ECFTA? (point form answer is fine)**

*(Answered: 44, Skipped: 7)*

Accessibility for people with mobility issues. Underutilized public space.

Sometimes I feel like we spend too much time discussing possibilities when we could be focusing some of that energy on implementing new ideas.

Potential not realised

Inconsistency. By no means the fault of the current board / staff but over the years the reputation has been one of Un-dependable, inconsistent and political. Again, I am referring to my history with the ECFTA and not commenting on the current board or staff.

I understand the cost of maintaining the building is high

Going to meetings about the future of ECFTA

The website

The chaos of the past two years. It is getting better now but still has a way to go.

Lack of cleanliness; under use of facility

Would like to know long term sustainability, knowing that the current volunteer Board is putting in lots of time and effort, what will happen with their terms are up

Egos

Can't think of anything.

That not enough people in Elora get behind it (I think there are a lot of potentials...folks who are "hockey parents", etc., who don't feel a part of the arts community and who don't realize there are so many great things going on ... and that it's not just a place for the actual artists!

The building has a nice feel, though I think underutilized. I know it is a huge drain on resources, but I associate the building AS the ECFTA.

The emotional attachment to a building which clouds judgment. Without the building, ECFTA would likely be flourishing, not floundering.

It's previous inability to attract wider audiences and volunteers

The risk of draining a small group of dedicated volunteers and donors of their positive energy/resources (I believe that it HAS to extend its sphere of influence in order to avoid this).

The continual revisiting of the "vision" Blah Blah! Keep on doing what you are doing now - engaging our fantastic local community of artists and craftspersons!!

Not accessible.

The building condition

Failure, over the years, to seek the skill sets needed to become financially sustainable.

Communication Lack of clear vision People who care more about the history of the building than about being a real art centre.

Minarovich gallery is giving preferential treatment to certain artists. Doesn't appear to be a 'juried' process. Little chance for other local artists to have a show in that gallery.

It's cliquy. There are certain artists "recognized" because they are vocal and put themselves forward. But there are a lot more local artists who are not "someone" who have friends with money ...

Not enough programming

Washrooms

Confusion and exclusivity for newcomers who want to be involved - lack of response to offer of volunteering

Controlled by a few individuals that somehow view art and business as separate

State of the Casson room - lighting is poor, it's a bit grubby. Not a first class space for a first class workshop.

The difficulty it has with financial issues

The fact that it will take a lot of fundraising to keep this beautiful building going.

Constant headaches of building

Can't think of a thing

Snooty Staff. years ago.

It's fluctuation between genuine arts centre and community centre. Exhibits and programming that is too local and limited to be of interest to anyone but the elora community

Liability of building costs

Lack of vision

That it's been around as long as it has and it still doesn't have a stable business model. I love art, and I love making art, but art cannot survive on its own. Art needs hard-headed, pragmatic business-people to create the conditions under which art can flourish. Right now the ECFTA is all art, and it feels like there are no great business minds sitting at the table.

Lack of sense of a "community of members". Not enough music

It's not inviting

Washrooms

It feels like it takes more than it gives some times.

A bit too narrow focus on painting as one of the "fine" arts.

Unqualified art curating

**12. Is there anything else you would like us to know? (Answered: 30, Skipped: 21)**

I hope for ECFTA to work towards creating a central community gathering place that encourages a nurturing and learning relationship between the arts and it's visitors.

Not really

Please keep up the hard but great work!

I really appreciate the efforts everyone is making to resuscitate this project.

Be kind to your Board members. It is an thankless job and everyone is a critic of them. Keep your volunteers busy, give them specific tasks and the training to do the job.

Keep up the good work - it has been a trying few years. I did not like the direction the centre was going in when being run by the person/group prior to this board, and we discontinued our financial support. I see a huge change over the last 2-3 years, with lots of messaging and inclusivity and will reconsider supporting the centre.

My theme is pretty clear - the building is a liability.

You are off to a great start by offering very appealing and amazing events, exhibits, programs and generally creating a buzz in the community.

Good Survey!

Would be nice to bring more writing and acting programs. More collaboration with other arts focused events.

Would like to see more interaction with other community groups and services to engage the community at large.

1. Inasmuch as many local arts organizations suffer similar challenges, are there financially sound opportunities in gallery collaborations, e.g including Elora, Glen Williams Mill, Alton Mill? 2. The changing context of Elora bears careful attention. Multi million dollar investments are being made which will change the community - making it even more of a destination - and thus change the opportunities for many interests, including the Arts. As one urbanist/architect said, "Make no little plans..."

Good job keeping the doors open, the centre is an important community asset.

Nope, thanks!

Build it & they will come! :)

One of the motivators in moving to Elora was to be involved with the arts community. The board member leading exhibits and programming has not followed through in developing a team. Admin staff is working diligently to assist the Board. There's a positive change in community inclusion. So much opportunity to talk to others that have been through the same.

Only that it is a great place!

I'm glad it's up and running again and starting to get a buzz of activity.

I have seen an amazing amount of time and effort into finding the right direction to keep The ECFTA's going and it really always come back to the fact we cannot generate enough income to

maintain the building. As well the focus has been about drawing tourists when we should be interested in how the community can benefit. If we consider what has been a stable business within the ECFTA building it is the Montessori school and the Elora school of Dance...both of these rentals will always be sustainable because they recruit new and returning users. They are the sports and education equivalence.....something that can enhance the quality of life.

It is worth saving and creating a vibrant community asset!

Thank you for all your efforts!

There is much to be gained by having challenging art exhibits, lectures and programming that involve the local community in the discussion and appreciation of contemporary Canadian art. As an arts centre, you have the capability to attract established Canadian and international artists to show in your space, you just need the skills of a seasoned and forward thinking curator.

Continue to build upon the new energy that has been created, advocate with the township for municipal support as an economic driver

The Centre needs a vision!

I think the ECFTA has a lot of potential, and I will continue to support and champion the building in the community. Keep going - you're going to get there.

A little coffee shop inside the building or attached to the building would be great. Occupants would gather there and get to know one another.

With the way the community is developing, the ECFTA should consider having a round-table discussion with visionaries who could brainstorm about its potential. Include people from respected galleries and arts centres with a mix of locals and those in other cities.

You are doing a fabulous job!!!

Great job on the turn around!

I am 100% behind you to succeed in the future!



## ECFTA 2020

Information to help you to land on your goals for the next 3 years

What you bring to the Board...



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## You empathized with...

- ▣ Renters
  - ▣ Staff
  - ▣ Program Users
  - ▣ Donors
- 
- 

## And we learned that...

- ▣ Renters - need more communication
  - ▣ Staff - need more communication
  - ▣ Program Users - want quality
  - ▣ Donors - need more communication
-

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## You wanted your cover story to be...

- A big gift, a windfall



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## Your patrons use ECFTA to...

(in order of priority)

- Have fun - Events (music & community), exhibitions
  - Learn - Art classes for adults and children
  - Volunteer
-

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## Your patrons want to experience...

(in order of priority)

- Pleasure
  - Community & Belonging
  - Education
- 
- 

## Your patrons are constrained by...

(in order of priority)

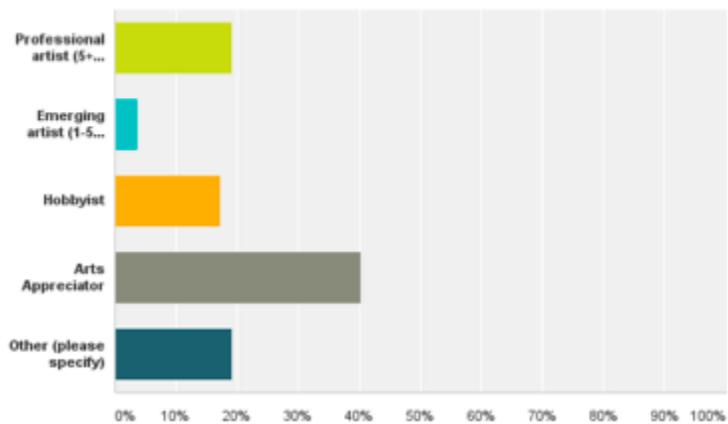
- Time - Not enough time
  - Programming - Limited selection, cancellations
  - Accessibility
-

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## Your patrons want to see...

- Children's art space
  - Meeting space for arts groups
  - Gallery space (exhibitions)
  - Artist residencies
  - International events & artists
  - Live/work studios
  - Community/event space
- 

## Your patrons consist of...



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## Their media of choice...

Answer Choices	Responses	
Visual Arts	90.38%	47
Music	69.23%	36
Theatre	42.31%	22
Functional Design	26.92%	14
Literary Arts	42.31%	22
Dance	21.15%	11
Digital Arts	17.31%	9
Film/Video Arts	46.38%	21
Other (please specify)	5.62%	5
<b>Total Respondents: 52</b>		

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## Your patrons are most satisfied with...

- Exhibitions - score of 34
  - Advocacy for arts - score of 30
  - Community Events - score of 30
  - Artistic Excellence -score 30
-

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## Your patrons are least satisfied with...

- Accessibility – score of 21
  - Financial security & sustainability – score of 16
  - Collaboration with other organizations – score of 8
  - Volunteer development – score of 8
  - Community outreach efforts – score of 8
- 
- 

## Scenario 1

**The ECFTA receives a donation of \$100,000 and you have to decide what to do with it. How would you spend the donation?**

- Accessibility/ Building improvements
  - Youth programming
  - Fundraising
  - Marketing
  - Staffing
-

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## Scenario 2

**You are now the new Executive Director of the ECFTA. The Board asks you to develop a new project or program to bring in money. The program must be profitable within the first year. What are your ideas?**

- New programming, including music events
  - Municipal partnership
  - Retail/ Gift shop
- 
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## Scenario 3

**You have \$5,000 to donate to ECFTA this year but feel compelled to give some directions on how the money can be spent. What are your directions for your donation?**

- Youth & Seniors programming
  - Capital projects
  - Staffing
-

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Most favourite thing about ECFTA?



Least favourite thing about ECFTA?



**ACCESSIBILITY**

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So what are your top 3 goals?



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Next steps...

- Interviews
  - Writing
  - Deliver report to the Board by June 30<sup>th</sup>
  - Brief presentation and answer Board questions
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Thank you!



ABSTRACT

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## Statistics Needed

Collecting good data is critical to the future of Elora Centre for the Arts. It will enable you to make stronger cases for support from potential funders, stakeholders and supporters. It will act as a benchmark of success, allowing you to effectively measure your impact. The Elora Centre for the Arts needs to consistently collect and report annually on the following.

The number of ...

- Public performances and literary readings produced by your organization
- Public performances and literary readings produced by other organizations and presented by your organization
- Works performed (by artists local, provincial, national, international)
- Exhibitions organized and/or curated by your organization (in town and/or travelling)
- Artists exhibited (regional, provincial, national, international)
- Film / Video / Media Screenings
- Community Arts Projects
- New works created by / commissioned from Canadian artists
- New works purchased by your organization
- Newsletters published and its readership (# of subscriptions, opens, clicks, etc.)
- Professional development activities for staff
- Conferences organized (if applicable)
- Adult programs (and attendance)
- Children's programs (and attendance)
- Youth programs (ages 15-24 - and attendance)
- Instructors (full-time / part-time - and where they are from)
- Artists-in-Residence / projects hosted (and where they are from)
- Paid exhibiting artists (including where they are from and how many pieces they exhibited / sold)
- Exhibition / Production / Technical staff (full-time and part-time)
- Administrative / Marketing / Fundraising staff (full-time and part-time)
- Volunteers (Board members, events and others)
- Tenants
- Collectives / Collaborations / Partnerships (with clear definitions of each)
- Daily visitors to the building (keep a running tally of all visitors to the site)

Public Attendance and Participation at ...

- Public performances and literary readings

- Exhibitions
- Film / Video / Media screenings
- All programs (courses, camps, workshops, seminars, etc.)

In addition to the above, please also consider collecting stories from Board members, volunteers, staff and program participants. Stories also tell us about impact and outcomes in a way that sometimes numbers cannot. Make it a regular practice to collect testimonials and to write down stories as they come up. Create a file in an accessible place so that many can contribute to its growth and use this information in annual reports, newsletters, grant applications, etc.

