

RARTS Strategic Plan: 2020 – 2023



Prepared by: Ruth Beck
Circle B Services Consulting
910 Mill St., Nelson, V1L 4T1
circle-b@netidea.com
December 2, 2020

Table of Contents

Background, Vision, Goals	Page 2
Focus Areas, Project Assessment Criteria	3
Priority Projects, Next Steps re. Further Prioritization	4
Next Steps: Year 1 Workplan with Timelines	5
Gantt Chart: Year 1 Activities and Decisions	7
Appendix 1 – Vision Snapshots	8
Appendix 2 – Brainstormed Project List	9
Appendix 3 – Project Sheets for Priority Projects	10
Appendix 4 – List of Organizational Development Issues	21
Appendix 5 – Project Sheet Template	22

Background

RARTS, the Rural Alternatives Research & Training Society, is a well-established organization deeply embedded in the social fabric of the Slocan Valley. It owns and operates the Vallican Whole Community Centre which, for the past 49 years, has been a central hub and venue for a wide variety of cultural, educational and community events. RARTS draws on a small group of dedicated volunteers but is facing considerable challenges. Covid-19 has disrupted its ability to bring community together and generate revenues. Even before the pandemic, the organization was seeking renewal in order to increase venue usage, revenues, and volunteers. RARTS Board and Staff are highly resilient, committed, skilled, and resourceful; they are passionate about creating community and being a community hub.

This strategic plan is focused on the next three years and, particularly, on tangible projects and activities that can be carried out during the Covid-19 pandemic and pandemic recovery period. Uncertainty about the pandemic and a potential 'new normal' have made it unrealistic and unhelpful to plan for a nebulous 'post Covid' period. Strategic planning took place in the latter six months of 2020; a wildfire at Vallican in August interrupted the process. Early sessions focused on the legacy of the past 50 years, today's top issues in the Valley, recurring themes in RARTS' mandate, organizational development priorities, and project assessment criteria. The final session confirmed the focus areas and identified projects that participants were passionate about, willing to commit time to, and which addressed the project assessment criteria. RARTS' Board, Staff and one community member participating in the final session.

The focus areas and projects outlined in this strategic plan are built upon the rich history of the past five decades. Recurring themes include *Rural Alternatives*, *Bringing Community Together*, *Education*, *Arts and Culture*, *Food* and *Environmental Protection*. These themes continue to resonate in the Slocan Valley today. Current topics within those themes include strengthening intergenerational ties, food security, supporting the local arts scene, coping with climate change, developing disaster resiliency, fostering right relationship between settlers and Indigenous peoples, enhancing technology, and continuing to bring the community together. RARTS is committed to ongoing organization development and sustaining & enhancing its infrastructure.

Vision

RARTS is a community hub, bringing people together to learn, share skills, celebrate, engage in the arts, explore topical issues, and create rurally-relevant strategies for sustainable living.

(Note: this is a proposed updated vision statement – see Year 1 Workplan re. timeline/process for updating)

Goals

- ☐ to develop and support projects that contribute to our mandate, fit within our capacity, and increase our financial sustainability, volunteer base, and long term viability;
- ☐ to continue to renew our governance, administrative and financial processes; policies, structures and revenue generation strategies to maintain a healthy & vital organization;

- ☐ to thrive to the greatest degree possible during Covid and prepare for a post-Covid time when we can fulfill our vision more fully as a community hub.

Focus Areas

- ☐ Community Hub *
- ☐ Arts & Culture
- ☐ Education
- ☐ Food
- ☐ Environment & Climate Change
- ☐ Technology
- ☐ Rural Alternatives
- ☐ Organizational Development
- ☐ Disaster Resiliency
- ☐ Infrastructure
- ☐ Housing on RARTS' Property

* Celebrations, Life-Marking Events, Social Gatherings, Fitness

Project Assessment Criteria

Demonstrated Need

- Demand from the community or a sub-section of the community

Financial sustainability

- Note: historically, grants have funded capital improvements but not ongoing revenues; the admin %; rent from the house and from events at the Vallican Whole have sustained RARTS financially; RARTS and the Vallican Whole are sustained by volunteers and community donation of labour and materials

Human resources

- Sufficient people passionate enough to make a project happen
- Note: need a good system for recruiting volunteers and also celebrating and sustaining meaningful volunteer experiences

Inclusiveness and Diversity

- Create opportunities for deeply inclusive and welcoming spaces;
- Overall, consider a diversity of needs and interests across the range of projects in the plan, so diverse needs are met avoid divisive projects and elements

Fits within RARTS' Mandate and Focus Areas

Timing is Right

Note: there is a difference between what RARTS initiates or sponsors and activities/events permitted by RARTS that are sponsored by renters.

Priority Projects

Strategic planning session participants brainstormed a long list of potential projects and indicated whether they would be appropriate to pursue during Covid or post-Covid (see Appendix 2.) Then, a set of priority projects was developed based on each participant taking responsibility to describe the project and outline its strengths and weaknesses in terms of the project assessment criteria.

Projects identified and prioritized from this initial screening are described in Appendix 3 and listed briefly here:

1. Drive In Theatre
2. Artist Residency Program
3. Skills Building Workshops, Speaker Series, and BiblioCafe
4. Outside Space Masterplan and Infrastructure Upgrades
5. FireSmart Wildfire Mitigation Neighbourhood Board and related activities
6. Wifi Infrastructure Upgrades
7. Budget and Financial Policies and Procedures
8. Ecstatic Dances (dependent on Covid restrictions)

Other projects gaining group agreement but not ready to advance during Covid include:

9. Retreats
10. Art shows in the basement gallery

Next Steps: Year 1 Timeline and Workplan

The priority projects need further conceptual refinement to have reliable estimates of costs, logistical requirements, revenue sources, and return on investment. This is essential for any project wanting to advance from the idea stage. In order to guide RARTS' next steps, the strategic plan outlines a workplan with timelines for the Year 1. Several factors are driving the proposed workplan and timeline for project development and approval:

- ☐ the February 5, 2021 funding deadline for CBT Community Outdoor Revitalization Grants (Capital and Planning/Design)
- ☐ the desired January, 2021 timeline for developing the 2021 budget
- ☐ connections between the Drive-In, investment in infrastructure to support Retreats/Weddings, and Outdoor Infrastructure
- ☐ the nature of Covid-19 restrictions, reducing the viability of group events and/but providing a fertile time to invest in infrastructure, capacity-building, & incubating creative works in anticipation of leveraging those investments in future years to increase revenues, attract volunteers, and thrive as a community hub

What follows is a possible outline of steps for 2021. The general flow is: project development and planning from December 2020 to April 2021, implementation from May to October (with some activities having a longer run during the year), and evaluation and Year 2 planning in November/December. Outdoor infrastructure is prioritized upfront because of the funding deadline. Small group activities could start sooner than April/May depending on Covid as well as champions being identified and able to prepare detailed plans and costing to Board. Some

activities such as Artist Residency Program will likely take longer to develop and is therefore harder to accurately estimate in terms of timelines.

Year 1 Workplan

Month	Priority Activities	Decisions
December, 2020	<p>Outdoor Infrastructure: Community Outdoor Revitalization Grants</p> <ul style="list-style-type: none"> - Champion(s): investigate grants e.g. can you apply for both Plans and Capital? - get advice, if possible, from CBT liaison to focus application & increase fundability - determine which grant(s) to apply for - Champions: pull together group to prioritize infrastructure to include in a Capital grant application - Identify person(s) to write grant application 	<ul style="list-style-type: none"> - Board: Decide which grants to pursue - Board: Approve infrastructure priorities including consideration of Drive In, rental needs, and community space needs
December	<p>Drive In</p> <ul style="list-style-type: none"> - Champion: conduct research and submit detailed proposal to Board. Research to include logistics, Mount Sentinel/Civic example, film rental regulations/ restrictions/opportunities, detailed costs & revenues including potential funding sources 	Board: Approve project Yes/No; Support inclusion of infrastructure needs in grant proposal
December/January	<p>Wifi Upgrades</p> <ul style="list-style-type: none"> - Champions: research needs and funding options; develop detailed proposal to the board with expected costs & options 	
January	<p>Budget & Wifi</p> <ul style="list-style-type: none"> - prepare draft - include approved projects 	Board: review and approve 2021 budget Board: decide whether to pursue wifi upgrades
January	<p>Outdoor Infrastructure</p> <ul style="list-style-type: none"> - grant proposal(s) ready to submit 	Board: approve CORG grant proposal(s)
January – April	<p>Artist Residency Programs</p> <ul style="list-style-type: none"> - Champion: research funding sources - as/when appropriate, develop detailed plans with projected costs and revenues for Board approval 	
February/March	<p>BiblioCafe and other Small Group Events (Speakers, Skill-building, Ecstatic Dances)</p> <ul style="list-style-type: none"> - find champions to lead project planning & budgeting - develop specific proposals for activities that are ready to implement, align with Covid restrictions and have high probability of success - develop Covid plans for each type of permitted activity, potentially including ecstatic dances - hold activities when ready and Covid plans in place 	Board: Approve projects based on detailed proposals and costing

RARTS Strategic Plan: 2020 - 2023

Month	Activities	Decisions
Feb – April	FireSmart Neighbourhood Board - find champions; strike a team and start planning - develop proposal to use \$\$ for education and assessment activities, as per guidelines - develop schedule of proposed activities	Board: Approve detailed plan/proposal and activity schedule
March/April	Board Financial Policies & Procedures; RARTS Vision - identify needed policies, develop them, and put forward for approval - Begin process to update vision statement	Board: approve financial policies and procedures Board: Start process to share, seek member/community input, & commit to new vision
April	Drive In - get ready to promote and implement	
April - ?	Artist Residency Programs - Formal proposal to board re. project and funding sources/applications to pursue	Board: approval of project and funding applications
April - ...	BiblioCafe & Small Group Events - organize and implement events, as per plans and champions/volunteers - monitor financial success' revise plans accordingly	
May – October	Drive In - hold Drive In movies – est. one per month	
May – October	Ecstatic Dances - hold dances outdoors, depending on weather?	
May – October	Outdoor Infrastructure - hopefully implement upgrades	
May – October	FireSmart Wildfire Mitigation Activities - implement education sessions; support residents to conduct assessments and start making changes	
May - October	Keep RARTS Vision Alive during Covid - print version of vision at entry to Vallican Whole - seek community art submissions that relate to the vision (could tie in to 50 th anniversary)	
November/ December	Evaluate Results Identify Projects for 2022 Include in 2022 budget	Board: conduct evaluation, discuss lessons learned, plan and approve projects for 2022

Month by Month – Decisions and Activities

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Drive In													
Outdoor infrastructure													
Budget, Vision and Financial Policies													
Wifi Upgrade													
Small Group Indoor Activities													
FireSmart Board and Activities													
Artist Residency Program					?	?	?						
Evaluation													
2022 Projects – maybe Post Covid													

Bright Colours: Project Development & Approval

Pastel Colours: Implementation

APPENDIX 1 - Vision Snapshots

These snapshots come from a short visioning exercise that opened the final planning session. They represent the *ideal*; they portray a time when people can gather safely in large numbers and when the collective actions from this strategic plan will have made a difference. While the rest of the plan focuses on *the possible* rather than *the ideal*, the snapshots highlight that, at the heart of RARTS' work, is a consistent shared vision for a vibrant, relevant community hub.

- ☐ A Crowd of Happy Laughing People
- ☐ Vallican Whole attains and surpasses its former glory as a Community Hub
- ☐ RARTS has met and exceeded its goals
- ☐ Apple Cider, good food, Grass Root Granny's cookies
- ☐ My arm around friends, warm, relaxed, ease, eye contact
- ☐ Birds, kids, trees, bustle, crunch of leaves on the forest path
- ☐ A fall harvest fair – the outside space is in use in alignment with our Outside Masterplan
- ☐ Seamless integration of the indoor and outdoor spaces, covered shelters
- ☐ Regular seasonal activities give a sense of rhythm and predictability
- ☐ Full moon gatherings – music, laughter, voices – celebrating the cycles of nature, the key to good lives
- ☐ A community dedicated to climate change - No wildfire smoke or sounds of helicopters and many Valley people taking action



APPENDIX 2 - Long List of Brainstormed Projects

Covid Restrictions Time	Post Covid
Rural Education/Skills Building workshops – safe, small groups	Rural skill building e.g. Food preparation, Cheese making, canning, tree pruning
TEDx Talks Speaker Series – 1-2 hours, socially distanced audience or online, e.g. “An Evening with...”	
Tool Library – small equipment, tinker tech	
Digital Literacy 3D printing lab (note: unrealistic to think of RARTS becoming a tech hub)	
Artist Residencies – incubating creative work, grants needed, presentations depending on Covid safety plans	
Wildfire and disaster preparedness presentation, speakers from RARTS and community, residents developing FireSmart plans	
FireSmart Neighbourhood Wildfire Mitigation Board – specific responsibilities as per Federal program via RDCK; \$500 for investment depending on fire safety day being held	
Covid plan for Vallican Whole	Eventually: Holding retreats e.g. yoga
Budget Development – clarity re. overhead, expenses and revenues; financial policies to streamline decision-making	
Outdoor Infrastructure Improvements - make outdoor spaces more appealing & useful e.g. concrete pad, archway, outdoor stage, large gazebo, covered area, sculpture park	
Landscape Architecture Plan	
Onsite housing and related amenities – small structures/cabins, yurts, campground, outdoor shower, user friendly bathrooms	These amenities will increase the appeal of Vallican Whole for weddings & retreats and longer/bigger RARTS events
Ecstatic Dance (when allowed within Covid regulations) – small groups, 2 hours	Bigger ecstatic dances, outdoors in summer, will bring large group of people, many of whom may want to volunteer
Tai Chi groups – small	
Artist Showing in Gallery – safe, walk through	
Drive In Theatre in the Field – need projector, screen, sound system (FM transmitter) Mount Sentinel renting equipment from The Civic Theatre in Nelson	
Arts Co-op – in particular, to envision and support use of the basement gallery space	
Wifi – advocacy for improved wifi capability	Offering clients/renters reliability
Coffee Houses – intimate, ‘Classical Afternoons’, safe gatherings, cabaret	
BiblioCafe – books and readers	
Seasonal Events (regular, predictable cycle) - celebratory, seasonal theme, could align with solstices/equinouxes but not necessary	

APPENDIX 3 – Project Sheets for Priority Projects

Name of Project

3.1 Drive In

Covid x Post Covid x

Description

Drive In Movie Theatre – starting in May, 2021

Desired Outcomes

bring the community together and generate revenues

Success Indicators

RARTS makes money and the events become easy to run

Rationale

It would be relatively simple to do once the infrastructure in place. It would make \$\$ & be fun.

Who will lead it?

Martina and ...

	Strengths	Risks & Weaknesses
Demonstrated Need	we need community fun, it's Covid-safe and will make \$\$	People drinking in cars even if we're not serving?? Late start for movies e.g. 9pm dark
Financial Sustainability	Once infrastructure in place, should be lucrative Could source movies in the public domain	\$ for infrastructure? \$ for film showing?
Human Resources	Needs personnel to research infrastructure. Then advertising and 4 volunteers to run.	Medium need for volunteers.
Inclusiveness/Diversity	Would depend on the diversity of movies shown and upon what's available & affordable	Maybe movies wouldn't be diverse enough??
Fit with Mandate and Focus Areas	Community building Arts & Culture	
Timing Right?	yes	

Next Steps	What?	Who?	By When?
1.	Research & budget infrastructure & film night costs Assess: Is the event budget lucrative?	Martina to lead	Jan, 2021
2.	Purchase and test infrastructure		early April 2021
3.	Set dates, advertise, work out Covid plans, find volunteers		late April 2021
4.	Prepare concession, parking map		May 2021

Initial Budget Ideas:

25 cars @ \$25 per car = \$625 per event; 6 Drive In screenings; \$625 x 6 = \$3750

or low ball attendance: 16 x \$25 = \$400 x 6 = \$2400

Could cover \$3000 for infrastructure and \$750 remaining for profit and advertising.

Could be repeated in upcoming years with only rights, staff & publicity costs.

Name of Project

3.2 Artist Residency Program

Covid x Post Covid x

Description & Desired Outcomes

Providing space for artists to explore and develop work and present work

Success Indicators

Meeting a need for artists, new work developing, public showings, good use of our space, accessing new funding opportunities

Rationale

We have a beautiful space that has the potential to incubate and inspire new arts

Who will lead it?

Marya, SVCAC, collaboration with other organizations, Arts Co-op potentially

	Strengths	Risks & Weaknesses
Demonstrated Need	It's a question whether there is a need – we need to find out.	Safety, challenge of well-being of the building; rules/guidelines, administration
Financial Sustainability	This project is incumbent on accessing grants or other funding	Grants might not be available Cost of running building
Human Resources	Administration and booking; Co-op model; building warming, cleaning and change-over; promo; decision-making; process development and communication	Needs a good structure so it's not overly costly
Inclusiveness/Diversity	This should be a priority in the project design	How to prioritize and inspire diversity?
Fit with Mandate and Focus Areas	Yes, fits mandate. Arts & culture.	
Timing Right?	Winter in Covid is "incubation"/gestation time; space is very open	

Next Steps:

	What?	Who?	By When?
1.	Determine if this is of interest to local artists. Find partners.	Marya, SVCAC, survey, informal inquiry	Dec 2020 Board meeting
2.	Flesh out structure Look for funding	Marya & partners	End of Dec, 2020
3.	Funding applications	Marya & partners	Depends on deadlines
4.	Depending on interest, funding, then initiate the residency application process. Launch the residency program.	Artist & administrator	TBD

Name of Project

3.3 Skill Building Workshops/Speaker Series/Bibliocafe

Covid x Post Covid x

Description

Speakers on various topics, pertaining to building skills, environmental topics, bibliocafe, TED Talks, Seasonal events for rental income; larger groups post Covid.
Bibliocafe has 3-4 people per table, each bringing an important/well loved book from the past year to share e.g why this book? what was its impact?

Desired Outcomes

To bring people to the Whole in small groups during Covid; larger groups after; could start online

Success Factors & Indicators

Interest by the community; interest by the RARTS Board
Rental income; Willingness to move forward during Covid
Educational and skill building opportunities created

Rationale

Will bring people in the community together; uses the building during Covid and beyond
Opens people’s minds to new thoughts and opportunities

Who will lead it?

Marcia for bibliocafe. She will contact Lois Lawrence to help (teacher, leader, organized)
Other events: RARTS members and volunteers – will involve community members who are writers, innovators, and others who have the skill sets needed

	Strengths	Risks & Weaknesses
Demonstrated Need	Community needs to come together during this difficult time. Would meet needs of people feeling isolated during Covid. <i>(Note: still need to determine if the community sees this as a need.)</i>	People may be afraid to gather
Financial Sustainability	The building needs new revenues. Must meet \$50; 2 hour minimum cost <i>(Note: project would benefit from a calculation of financial opportunity)</i>	Failure to attract good turnouts.
Human Resources	Contacts from the volunteer list. People who are good community speakers. Interest groups such as Toastmasters	Hard to get volunteers
Inclusiveness/Diversity	Open to everyone. Will aim to meet a broad range of interests. <i>(Note: may need to make diversity a deliberate intention)</i>	
Fit with Mandate & Focus Areas	Bringing Community Together, Education, Skill Building, Rural Alternatives	
Timing Right?	The timing is right to start rejuvenating the Vallican Whole	

Next Steps:

	What?	Who?	By When?
1.	For bibliocafe: Contact Lois; identify potential participants; arrange dates Develop Covid plan	Marcia and potentially Lois Lawrence RARTS Board/Staff	TBD ASAP
2.	For Speakers/TED Talks: Contact people who are interested in speaking on topics. Ideally, could have as many as 3 speakers/month	<i>(Note: this project needs a leader to find other volunteers and lead the effort to carry out the planning steps)</i>	TBD
3.	For skill building workshops: Identify the skills sets people are interested in learning Find workshop facilitators/leaders Ideally, could have up to 3 per month <i>(Note: would facilitators need to volunteer?)</i>		
4.	Seasonal Events (Post Covid): 1 day event 4 times per year e.g. Strawberry Tea/Music - Dance - Harvest Festival - Mid-winter Festival/sale Spring, Summer, Fall, Winter		

Name of Project

3.4 Outside Space Masterplan & Infrastructure Upgrades

Covid x Post Covid

Description

Develop a masterplan for the outdoor space at the Vallican Whole Community Centre; prioritize and implement infrastructure projects as per plan

Desired Outcomes

Revitalize existing structures/paths; identify future possibilities for growth; drive in infrastructure and plan; gathering spaces, open-air structure, bathroom

Success Indicators

Vibrant use of space by community, RARTS, renters; clear amenities to offer; clear plan to follow for staged future development; healthy forest; outside is part of our space

Rationale

We will need our outdoor space more than ever; we have incomplete/aging infrastructure

Who will lead it?

Andria to get key people involved. A Board/community team. Engage volunteers from the ground level. An outside expert is needed as support.

	Strengths	Risks & Weaknesses
Demonstrated Need	We've had requests/partial designs based on need in the past. ie. some past demonstrated need	
Financial Sustainability	Fundable. Would increase possibilities for future events, rental income & event revenue	More assets to maintain. We have few resources to contribute. May need fundraising campaign.
Human Resources	Building projects are clear ways for people to volunteer/participate and care for the space.	The plan needs oversight. It's a pretty big project: creation, contract supervision, grant management
Inclusiveness/Diversity	Can be designed with connection to these goals from the beginning.	
Fit with Mandate & Focus Areas	Infrastructure. Environmental health. Community hub.	Big project. Big chance to fail.
Timing Right?	Yes, good project during quiet time. The infrastructure is needed.	
Partnerships?		

Next Steps:

	What?	Who?	By When?
1.	Contact planners re. costs/strategies for plan development	Andria	TBD
2.	Create list of key projects/needs/priorities	Board with direct outreach to staff, community & past renters	
3.	Understand/identify funding sources and requirements for funding		

4.	Select infrastructure priorities from the list that fit the funding available.		
----	--	--	--

Name of Project

3.5 FireSmart Wildfire Mitigation Neighbourhood Board (& related events) Covid x Post x

Description

Development of a neighbourhood board, holding FireSmart learning events, and promoting FireSmart assessments.

Desired Outcomes

A board is formed. Community residents would develop an effective understanding of the elements required for ongoing fire safety and have a FireSmart assessment performed on their homes/properties.

Success Indicators

10 new FireSmart assessments per year, attendance at educational events, speaking to the neighbours, helping each other complete the assessments.

Rationale

We have been told that if a fire started to the west, it would take out homes right now the Little Slokan River in no time. Mitigation and clean up could save homes.

Who will lead it?

A couple of people have indicated interest, but no one has stood up – it needs a champion. Dale? Maria? Chris Fishlock?

	Strengths	Risks & Weaknesses
Demonstrated Need		
Financial Sustainability	\$ available from RDCK if you have a neighbourhood board; maybe CBT in long run	
Human Resources		
Inclusiveness/Diversity	A community-building activity.	
Fit with Mandate & Focus Areas	It is an important Rural Alternative and fits with Climate Change and Disaster Resiliency	
Timing Right?	Yes!	

Next Steps:

	What?	Who?	By When?
1.	Identify champions Document the work	TBD	TBD
2.	Wildfire mitigation with Maria	Dale to organize with Chris Fishlock	January, 2021
3.			
4.			

Name of Project

3.6 Wifi Infrastructure Upgrade

Covid x Post Covid x

Description

Obtain guaranteed bandwidth – consistent, reliable, high-speed
Investigate grant funding for infrastructure upgrades to support this

Desired Outcomes

Achievable and affordable improvement in performance

Success Indicators

Improvements in internet service achieved in an affordable manner.

Rationale

All projects and general activities will benefit

Who will lead it?

Chris and Dale

	Strengths	Risks & Weaknesses
Demonstrated Need		
Financial Sustainability		
Human Resources		
Inclusiveness/Diversity	Expanding	
Fit with Mandate and Focus Areas	Infrastructure; Technology; Community Hub	
Timing right?	Good timing to plan and implement in 2021	

Next Steps:

	What?	Who?	By When?
1.	Identify minimum equipment and installation needs. Investigate potential funding.	Dale and Chris	Start ASAP
2.	Talk with Columbia Wireless about specials As needed, look into alternatives (Telus etc.)		
3.	Determine if upgrades are feasible at this time and, if so, take action		

Name of Project

3.7 Ecstatic Dances

Covid ? Post Covid x

Description

20 – 45 person dances

Desired Outcomes

Success Indicators

Rationale

Who will lead it?

Chris

	Strengths	Risks & Weaknesses
Demonstrated Need	Builds healthy community	Covid transmission
Financial Sustainability		
Human Resources	If ecstatic dances found a regular home, it would be easy to get volunteers for RARTS projects (e.g. outside)	
Inclusiveness/Diversity	Brings community together in a good way	
Fit with Mandate & Focus Areas	Community hub	
Timing right?	Depends on Covid regulations	

Next Steps:

	What?	Who?	By When?
1.	Find out about status of new sound system.	Chris to lead	
2.	If needed, investigate sound system rentals.		

Name of Project

3.8 Budget, Financial Policies & Procedures

Covid x Post Covid

Description

Create annual budget for RARTS with proposed and elected projects
 Develop financial policies & procedures to streamline financial decisions at Board meetings

Desired Outcomes

2021 budget by January; develop priority policies as soon as possible

Success Indicators

Budget ready by January each year
 Board has a predictable process and policies re. financial decisions

Rationale

Fundamental to organization

Who will lead it?

Dale and Board

	Strengths	Risks & Weaknesses
Demonstrated Need		
Financial Sustainability	Essential for sustainability	
Human Resources		
Inclusiveness/Diversity		
Fit with Mandate	Organizational development	
Timing right?	Regular budget cycle; good time to develop policy during Covid	

Next Steps:

	What?	Who?	By When?
1.	Draft budget with overhead costs	Dale	
2.	Board decides on priority projects based on financial cost/return on investment criteria	Board	
3.	Budget finalized	Dale	January 2021
4.	Board identifies policies/procedures needed and develops them, as possible	Board	During 2021

Name of Project

3.9 Retreats

Covid ___ Post Covid x

Description

Multi-day retreats with accommodation for locals and visitors

Desired Outcomes

Attracting teachers/facilitators who can organize and hold retreats here

Success Indicators

Rationale

Who will lead it?

Chris. Note that this is a longer term project for the Post Covid time.

	Strengths	Risks & Weaknesses
Demonstrated Need		
Financial Sustainability	Can attract high income participants and generate revenues New infrastructure (outdoor cabins, campground with bathroom etc.) would also attract weddings.	Requires new infrastructure for accommodation
Human Resources		
Inclusiveness/Diversity		Potential for Vallican Whole to give more priority to visitors over locals
Fit with Mandate & Focus Areas	Community hub	
Timing right?	Post Covid; possible multi-year preparation	

Next Steps:

	What?	Who?	By When?
1.	Look at feasibility of small structures on the RARTS land (yurts, cabins, tree houses etc.) Collaborate with Project 3.4 Outside Space Masterplan and Infrastructure Upgrades		
2.	Determine what, if any, additional infrastructure is needed (e.g. bathroom)		
3.	Determine costs of new infrastructure and timeline		
4.	Build infrastructure		

Name of Project

3.10 Art Shows in Basement

Covid NO Post Covid ?

Description

Host an artist per month in the basement gallery. Hold shows.

Desired Outcomes

Support artists, bring community into the space.

Success Indicators

Many artists want to be featured; artists feel supported; community attends shows.

Rationale

Important for artists; uses our space

Who will lead it?

TBD – see results of assessment re. Covid time

	Strengths	Risks & Weaknesses
Demonstrated Need	Art gallery was developed based on a demonstrated need. We want to use it.	
Financial Sustainability	Project would NOT be sustainable financially during the Covid time unless supported by grant \$\$. Minimum \$ assistance to artist - \$200. Building and administrative costs.	
Human Resources		The only time people could view the show is when the gallery is staffed.
Inclusiveness/Diversity	A process for the selection of artists.	Is this the jurisdiction of the arts council? Would we be stepping on toes?
Fit with Mandate & Focus Areas	Arts & culture; Community hub	
Timing right?	Not now unless funding found.	

Next Steps:

	What?	Who?	By When?
1.			
2.			
3.			
4.			

APPENDIX 4 – List of Organizational Development Issues

- Finances/budget
- Fundraising
- Roles & Responsibilities re. Decision Making
- Policies & Procedures
- Central Online Administrative Hub
- Human Resources
- Board and Volunteer recruitment and retention
- Update RARTS vision statement – Share, seek input, and commit to an updated vision statement (use the proposed Vision Statement as a starting point)
- Keep the vision alive during Covid – e.g. create a print version of the vision for the entry way, asking members and community to create art submissions during Covid times inspired by those words
- Share this strategic planning process with our members/community and seek feedback and interest in participation.
- High quality photographs to use for promotion/marketing
- Also see minutes from June 30 & July 20, 2020 strategic planning meetings re more details on organizational development priorities

APPENDIX 5 – Project Sheet Template

Name of Project

Covid ___ Post Covid ___

Description

Desired Outcomes

Success Indicators

Rationale

Who will lead it?

	Strengths	Risks & Weaknesses
Demonstrated Need		
Financial Sustainability		
Human Resources		
Inclusiveness/Diversity		
Fit with Mandate & Focus Areas		
Timing right?		
Other		

Next Steps:

	What?	Who?	By When?
1.			
2.			
3.			
4.			