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# 2012-15 Strategic Plan CARFAC Ontario



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For the past 16 months, Jerry Smith, GM, First Stage, and Heather Young, Principal, Young Associates, have worked with CARFAC Ontario, its Board, Advisory Committee, Executive Director and staff. The objectives of our work were to:

- Explore existing and potential revenue opportunities, including from membership, programming, private and public sources, with a view to maximizing CARFAC's resource base.
- Investigate options for allocation of resources, to make the best use of staff and budget in furtherance of CARFAC's mission.
- Initiate facilitated discussions with service organizations having compatible goals and operations, to consider potential synergies around sharing space and other resources.
- Summarize findings and conclusions in a three-year business plan document, supported by financial projections.

Although this plan offers a series of steps to execute on a year-by-year basis, the reality is that this plan is more about orchestrating – like the conductor on the podium – keeping all of the elements of the plan together so that they finish together.

#### Year 1: 2012-13

Much of the first year is about initiating the first steps on a series of core strategies (healthy organizations, effective programs, diversified revenues); significant amounts of time and efforts need to be expended on research and planning activities.

#### Year 2: 2013-14

By 2014, CARFAC will have reached some key structural and strategic decisions and set the stage for several other strategic elements, both as prelude to and part of the ongoing process of collaboration and standards-setting.

#### Year 3: 2014-15

By 2015, CARFAC Ontario will have reached a stage that it is stable in terms of finance and personnel and poised to execute the sector-wide changes that this plan foresees.



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## MISSION

CARFAC Ontario is the association of professional visual and media artists in Ontario. We believe that artists, like professionals in other fields, should be paid for their work and share equitably in profits from their art

## VISION

CARFAC Ontario is a robust, well-resourced professional association serving the needs of visual artists in Ontario.

## MANDATE

Artists working for artists, artists speaking for artists - this is CARFAC Ontario. We do this by working to ensure that artists' rights are respected in relation to:

- adequate payment;
- healthy working conditions;
- employment benefits;
- and other rights normally accorded to workers in other segments of society

These are what we, as artists, are working to provide for our fellow artists.



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## CORE VALUES

- **Artist run:** artists working for artists and their rights – economic, social, political, social, health and safety.
- **Voice for community of professional artists:** speak on behalf of visual artists and their sector; and it speaks with legitimacy because it is the collective voice of artists.
- **Sustainability:** develop strategies to stabilize its financial position.
- **Sectoral leadership:** establish a pivotal leadership role for instigating change at the sectoral level.

## OUR HISTORY: CARFAC Ontario + CARFO

It was more than forty years ago in London that Jack Chambers, Tony Urquhart, Kim Ondaatje, Greg Curnoe and Ron Martin came together to form the first CAR Executive, and a piece of Canadian history was born.

In 1968, CAR was established in response to artists' perception that their crucial contribution to society was not fairly compensated. As a result, CAR established minimum fee schedules outlining recommended rates for compensating artists, a practice which CARFAC continues. It was because of the early activism of CAR members that, in 1976, Canada became the first country in the world to pay exhibition fees to artists, with the Canada Council for the Arts making payment of fees to artists based on the CARFAC fee schedule a requirement for eligibility for funding to public art galleries.

After many more years of lobbying, the Copyright Act was amended in 1988, recognizing artists' role as primary producers of culture by giving them legal entitlement to exhibition and other fees.



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Today, CARFAC and its provincial affiliates work on many of the same issues, ensuring that artists are fairly compensated for the valuable contributions that they make to society and that artists' rights are respected by those with whom they engage in business.

In addition, CARFAC and its affiliates have developed programming, publications and services to help artists reach their professional goals

Canadian Arts Resources Foundation of Ontario (CARFO) was formed in 2003 in order to complement the work of its sister organization Canadian Artist Representation/ Le Front Des Artistes Canadiens (CARFAC Ontario). CARFO was formed with a three-pronged mandate:

- provide emergency funds for artists facing economic uncertainty;
- serve as an education outlet for the public, informing them about the visual arts. This might include workshops, seminars and conferences on the visual arts for which CARFO may provide bursaries to attend, as well as establish and maintain a library of resources on the visual arts;
- produce a visual arts festival in order to educate and advance the public's understanding and appreciation of the arts.

CARFO finds itself lacking in the area of sufficient capital and healthy financial systems and arrangements to fully carry out its mandate. It has only disbursed a limited amount of funds, on the order of \$ 250 annually, to artists. As well, CARFO runs largely with the resources of CARFAC Ontario. Its primary staff member maintains the foundation while at the same time working as the Executive Director of CARFAC Ontario. The organization also uses CARFAC Ontario's website and Toronto office to run its operations. While this is not uncommon for sister organizations, in both the not-for-profit and private sectors, CARFO lacks administrative and human resources to be seen as a legitimate entity unto itself.



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Similarly, CARFO lacks visibility in the artist community within Ontario. While CARFO has contributed \$2,400 to CARFAC Ontario's education programs, it lacks the formal structure needed to meet its educational mandate. The number of donations and recipients of its funds are due to CARFO's limited public profile.

CARFO recently submitted an application to the ACTRA Fraternal Benefit's Society (AFBS) Community Investment Fund for \$7500 in order to contract a consultant over a period of 8 months. During this time the consultant will develop several tools that will be key to CARFO's strategic planning, identity and operations.



## OPPORTUNITIES

### Micro External

- Strong potential for rebuilding and strengthening relationships with students at the post-secondary level (college and university) as well as making inroads to senior high school students;
- Potential for establishing strong relationships with sectoral partners (e.g. OAAG, ARCCO, Workinculture, etc.) that would contribute to a hub of collaborative support;
- Potential to build on the facility standards work of OAAG, and the standards work by CARFAC Saskatchewan, to develop shared platform for further development in standards setting;
- Potential to develop stronger relationship with municipally-owned galleries, spaces and events (festivals) to educate about visual arts resources, standards and best practices, including CARFAC fee schedule;

### Micro Internal

- Membership growth potential in two key geographic blocs: GTA and the rest of the province (as identified by StatsCan census data, which pulls major metropolitan areas out of the general provincial stats);
  - GTA membership fell from 48.2% of total in 2006 to 37.7% in 2011 and membership from across the province rose from 49.2% in 2006 to 57.9% in 2011, re-emphasizing the need to tailor services geographically;
  - Membership revenue over the most recent seven years has increased steadily from \$39,349 in 2005 to \$53,296 in 2011 – an increase in earned revenue from this source of more than a third (35.4%);
  - CARFAC Ontario is nowhere close to achieving appropriate market share (2006 StatsCan figures identified some 6,945 professional artists in Ontario (excluding Toronto), and CARFAC Ontario had enrolled only 378 members, representing only 5.4% penetration; in Toronto, CARFAC Ontario has attracted 381 individuals as members, representing 11.5% of the available market.
- 
- Untapped growth potential in the “Associates” category (non-artists);



- Potential for developing a longterm enhanced staffing strategy for CARFAC Ontario;
- Potential for attracting additional earned revenues through membership campaign, programs (workshops, events), and publications;
- The implementation of Bill 65 in Ontario opens a window for Board and Committees to strengthen their governance resources;
- The value of CARFO as a potential vehicle for development and growth.

## POTENTIAL THREATS

### Macro External

CARFAC Ontario currently operates in an economy that is not stable:

- Average family debt-to-income ratio in Canada has hit a record 150 per cent, the savings rate has slid from \$8,000 (13.0 %) to 4.2 % (\$2,500 per household);
- New communications technologies pose a threat to artists' intellectual property rights;
- Government support to their funding agencies at both the federal and provincial levels are curtailed for the near future as governments address current debt levels.

### Micro External

- Traditional model of ASO is not working (grants, earned revenue, fundraising) for CARFAC Ontario: funders frozen, more ASOs looking for growing support;
- Current relationship with potential ASO partners could be threatened by overt attempts to draw closer.



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## Micro Internal

- Financial stability of CARFAC Ontario currently works only as long as there are significant infusions of project dollars;
- While the Board and committee structure continues to be viable, both structures require more robust recruitment and development strategy to address the increasing opportunities and challenges they will face;
- A Board comprised exclusively of practising artists risks a potential shortage of organizational governance, leadership and operational skills;
- Notwithstanding board commitment, their energies are often dissipated by the demands made on them by their own professional artist careers;
- Lack of operational and programmatic connections between CARFAC Ontario and CARFO;
- Current level and capacity of staffing is unable to support aggressive membership campaign;
- High levels of non-renewing members (853 lapsed between 2006 – 2011: from July of 2006, through to March 2011, CARFAC Ontario has succeeded in attracting almost a thousand new members; however, over the same period of time, they had some 853 members fail to renew their membership – for a net gain of only 124 new members);
- Inefficiencies of internal technology platform;



**GOAL 1: CARFAC Ontario responds to the needs of visual artists across the entire province**

**TASK 1.1: Develop best practice documents for visual, media and craft-based sector**

<b>Strategies</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Outcomes</b>
Initiate "Brain Trust" (CARFAC Ontario, ARCCO, OAAG, OCC, MANO) to develop a standards setting framework	✓			"Brain Trust" created; two meetings within first year. Developed glossary of terms relative to the creation of standards; discussed protocols for developing and implementing standards
Establish protocol for determining what other sectoral partners need to be added to the conversation:	✓	✓		Discussions held with Aboriginal Curatorial Collective, Art Dealers Association of Canada (ADAC), Association for Native Development in the Performing and Visual Arts (ANDPA), Bureau des regroupements des artistes visuels de l'Ontario (BRAVO) and others as deemed appropriate
Create best practices documents arising from protocols	✓	✓	✓	Two best practice protocols created and disseminated to the community
In consultation with communities throughout the Province, create mechanism that will ensure best practices are supported			✓	Province-wide consultations completed; various mechanisms proposed and discussed; cost-benefit analysis undertaken (financial, human resources, policy); beta version launched prior to province-wide release
Research, audit and create map of artists as well as visual resources throughout the Province	✓	✓		Cultural mapping project awarded; deliverables and timeframe confirmed



**TASK 1.2: Strengthen regional relationships**

<b>Strategies</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Outcomes</b>
Establish a team of champions drawn from the distinct geographic regions of Ontario (e.g. London, North Bay, Thunder Bay, Ottawa, Windsor, St. Catharines)	✓	✓	✓	Five champions recruited, oriented, trained and supported to represent geographic areas identified
Work to formalize relationship between CARFAC Ontario and Museum London	✓			Museum London board documents secured; municipal bylaw researched
Work with regional champions to determine whether or not the Museum London model of CARFAC representatives on local gallery boards can be more widely implemented		✓	✓	Museum London board documents, articles of incorporation and related materials disseminated as the basis for discussion with municipal and public galleries



**GOAL 2: CARFAC Ontario will ensure that it is operating within a healthy governance environment**

**TASK 2.1: Update CARFAC Ontario's guiding documents and policies**

Strategies	2012-13	2013-14	2014-15	Outcomes
Review and update CARFAC Ontario's current mission, vision and core values	✓			Mission, vision and core values updated
Establish a task force to review bylaws of CARFAC Ontario and CARFO	✓	✓		Task force established including board and non-board representation
Manage bylaw revisions required by Bill 65		✓		Consultation with lawyer as needed to review, edit bylaws in compliance with Bill 65
Adjust CARFAC Ontario bylaws to allow for non-artist chairing of committees		✓		Non-artists allowed to chair committee; governance representation strengthened by the addition of non-artists
Review committee structure in order to identify gaps		✓		Committee HR needs determined, and recruitment strategies defined
Ensure Past President role is formalized in bylaw		✓		Past President recognized in bylaw update
Consult with CARFAC Ontario auditor and seek written opinion about feasibility of sharing funding, staffing, resources and programming with CARFO.	✓	✓		Auditor's comments received and addressed by task force
Clarify and formally strengthen relationship between CARFAC Ontario and Canadian Arts Resources Foundation of Ontario (CARFO)	✓			CARFAC Ontario and CARFO formalize relationship through signing an affiliation agreement and/or adjusting bylaws



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Create succession plan for leadership renewal and transfer of knowledge	✓	✓	Succession plan created and adhered to
Revise CARFAC Ontario Orientation Package for new board members		✓	Board orientation package update and circulated

**TASK 2.2: Resolve CARFAC Ontario's relationship with CARFAC National**

Strategies	2012- 13	2013- 14	2014- 15	Outcomes
Clarify relationship between CARFAC Ontario and CARFAC National and embed within a signed Affiliation Agreement		✓		Affiliation agreement signed with CARFAC National
Monitor, provide feedback about and resolve remittance formula discussion		✓		Remittance formula finalized with CARFAC National

**TASK 2.3: Establish archival policies and procedures to meet legislative requirements and protect organizational history**

Strategies	2012- 13	2013- 14	2014- 15	Outcomes
Establish practices for records retention according to CRA rules for financial and charitable records	✓			Records outside CRA requirements have been destroyed or preserved separately for archival purposes; records required by CRA are organized and clearly identified.
Establish practices for maintaining CARFAC Ontario and CARFO archives	✓			Protocols established for creating and maintaining CARFAC Ontario and CARFO archives



**GOAL 3: CARFAC Ontario develops diversified earned revenue sources**

**TASK 3.1: Improve membership recruitment and retention strategies**

Strategies	2012-13	2013-14	2014-15	Outcomes
Conduct survey of current membership including VAO members that joined as well as lapsed members. Include membership and programming needs	✓			Survey completed, tabulated, analysed; results released; membership strategies improved; programming directions identified
Gather anecdotal information about member and non-member interests and/or experience with the organization	✓	✓	✓	Ongoing conversations amongst members, staff, board and committees
Research replacing current database system with professional database that can automate membership tasks and produce superior reports		✓		Completed cost-benefit analysis on potential enhanced smart data system; completed staff training on new system
Consider the 800 VAO members that failed to join CARFAC Ontario and develop targeted campaign to reach them (e.g. Akimbo ad)	✓	✓		Developed methods of reaching out to VAO members and achieved membership revenue targets according to board-approved budget
Review how secretariat conducts business with members. Who's involved, what questions/problems are commonly raised how the office responds to walk-in, telephone and electronic enquiries	✓	✓	✓	Designed integrated office protocols for revised membership recruitment/retention/service strategy



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Establish a policy on setting membership dues with timetable for planned increases

✓

Board developed review system and schedule for membership fee structure

Strengthen CARFAC Ontario's relationship with the post-secondary/professional training programs at universities and colleges by pursuing the inclusion of a CARFAC membership as part of student fees

✓

✓

Negotiated pilot fee structure connected to CARFAC Ontario student membership with at least three post-secondary institutions, one of them based outside the GTA

Identify the needs of francophone visual artists by liaising with BRAVO, CARFAC Maritimes, CARFAC Manitoba and other associations as appropriate

✓

Determined potential for collaborations to disseminate existing French-language materials. Identify gaps in francophone service offerings that CARFAC Ontario might fill



**TASK 3.2: Develop new service offerings that would result in significant revenue streams**

Strategies	2012-13	2013-14	2014-15	Outcomes
Explore with funders such as Compass, the cost-benefit analysis of establishing back office support for independent artists and small collectives. Expanded services might include: - Assistance with Small Claims Court filings - Reviewing Public Art Commission agreements - Assistance with incorporation and/or charitable applications - Micro-financing		✓	✓	Discussions held with funders
Review CARFAC Ontario's existing demands on staff	✓			Revised current job descriptions; develop professional development plan with each staff member
Assess potential for taking on additional part-time and/or freelance staff to build additional capacity as needed		✓	✓	Created protocol for developing new positions, job descriptions, professional development plans
Undertake pilot with a few select clients and evaluate progress and impact both financially and on human resources		✓	✓	Signed memorandum of understanding with at least two key clients as pilot to provide back office services
Determine level of client satisfaction		✓	✓	Renewed, analysed and finalized proposal to offer back office services on targeted basis; expand or discontinue based on results



**TASK 3.3: Develop sector-wide marketing approach to stimulate demand in the visual arts economy**

<b>Strategies</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Outcomes</b>
Form working group of individuals from key stakeholders from visual arts sector in Ontario (Commercial dealers, banks, credit unions)	✓			Working group formed with representation from key sectors
Explore potential for developing a suite of credit instruments geared to businesses and the general public to facilitate purchases	✓	✓	✓	Hire intern to: - Research interest free loan program in the UK ( <a href="http://www.ownart.org.uk">www.ownart.org.uk</a> ) which partners galleries and financial instruments and allows for purchasers of art to repay their loan in manageable installments - Explore "lifestyle" oriented mortgage products and affinity credit cards - Determine which financial institutions and real estate developers have appetite to partner and/or house these products for the visual arts community - Propose revenue generation formula for stakeholders involved - Create proposal incorporating suite of financial products
With support of Trillium Foundation or private funder, undertake pilot project in Hamilton using James Street Art Crawl as launch event	✓	✓		Met quarterly with Hamilton-based James Street Art Crawl
Evaluate success of model to determine whether or not all or some of the products could become standard offerings		✓	✓	Evaluation completed; results analysed; outcomes shared widely with the community