

2021-2024 STRATEGIC PLAN

Effective July 1, 2021









The Arts and Heritage Foundation (AHF) went through a strategic planning process facilitated by Alberta Community Development in the fall of 2017. The planning process included board and staff sessions, and evaluated and built upon the 2014-2017 strategic plan. The vision and mission statements were revised, a new values statement was adopted and six goals were identified as priorities for the organization. The business plan shows the key strategies that have been identified to achieve the goals.

VISION

To play a prominent leadership role in fostering a thriving arts and heritage community.

MISSION

To provide exceptional arts and heritage experiences in the community.



VALUES

Service - Serving the Community

We use our Vision and Mission to guide our programs and services. Working with a strong network of partners, we respond to the needs of the community.

Our programming is reflective of community input and we are respectful of the skills and mandates of other organizations. We are committed to meeting the community's demand for arts and heritage programing while advocating for policy changes and longer-term solutions to arts and heritage.

Our services are responsive and include volunteer opportunities. These volunteer opportunities provide support to our Vision and Mission.

Commitment - Living the Mission

We believe in our Vision and Mission. Our staff, volunteers and Board are passionate about our work and dedicated to the task at hand.

We actively promote the Arts and Heritage Foundation (AHF) in the community. We act as ambassadors and champions for the AHF.

Responsiveness – Listening and building relationships. Open to opportunity

We are accessible. We are open to questions, feedback and conversations. We respond to opportunities. We work cooperatively with others to promote arts and heritage in our community.

We develop continuously by increasing our knowledge, skills and resources to undertake our role and responsibilities.

We care about and listen to others.



Innovation - Seeking change through innovation and creativity

Using our creativity, we continuously improve and refine our programs and services. We are open to doing things differently and we are solution focussed. With input from our stakeholders, we act with intention and respond to opportunities.

We seek improvement and change through innovation. We use technology and partnerships to increase our efficiency and effectiveness. We manage change well.

Integrity - Modelling integrity and accountability

Recognizing that we are accountable to donors, partners and the broader community, we will act with integrity and honesty.

Our words and actions must match-up. The community (volunteers, donors, staff, community partners and community members) should view us as appreciative, consistent, transparent, open, dependable and trustworthy.

We follow through on our commitments. Our messaging is honest and sincere as are the actions of staff, volunteers and the Board

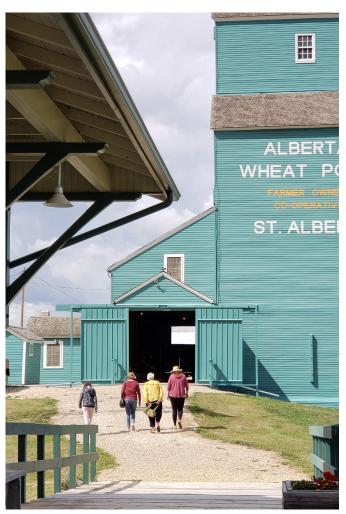
Fairness - Embracing equity

We value diversity and inclusion. Everyone is welcome and treated with respect.

We use our resources to ensure the delivery of our strategic plan. We treat our partners, volunteers and each other in a fair and equitable manner.









BUILD FOR THE FUTURE

This pillar acknowledges the pandemic and Alberta's recession have changed the conversation on sustainability in the cultural sector. Over the next three years we need to position AHF to recover from the pandemic and operate with reduced public funding. To achieve this, we will concentrate on the following initiatives:

- Board, staff and volunteer diversity
- Succession planning
- Operational efficiencies
- Revenue diversity and fund development

ENGAGE OUR COMMUNITY

Our community is growing and we need to connect and engage with new residents. Although, St. Albert may not be as diverse as Edmonton change is coming, and we need to consider ourselves part of the Capital Region. Edmonton has one of the youngest demographics of any major City in Canada and population growth is predicted to come from immigration. Truth and Reconciliation, and Diversity, Equity, Accessibility and Inclusion are cornerstones of how we operate and will be incorporated into the initiatives to engage our community. Over the next three years we will focus on:

- Expanding our audience
- Marketing and communications strategy



STRENGTHEN OUR NETWORK

The AHF have strong community partners, this pillar will build upon existing relationships and reach out to other organizations to strengthen our networks to further the pillars to build for the future and engage our community.

- Reach out to other organizations in the arts and heritage space
- Explore potential partnerships
- Liaise with City Council and administration







OPERATING MODEL

GOVERNANCE **Board of Trustees Financial Management** SUPPORT ACTIVITIES LEADERSHIP AND **Fund Development** EXECUTIVE **Marketing and Communications Membership Services** Art Gallery of St. Albert Musée Héritage Museum **Heritage Sites** Exhibitions **Exhibitions** Restoration and maintenance **Programs Programs Programs** (school and community) (school and community) (school, community, and tours) PRIMARY ACTIVITIES Visitor services Visitor services Visitor services (Gift shop) (Gift shop) (Gift shop) Rental and Sales Gallery **Collections Management** Collections Management Research Research **Archives**

