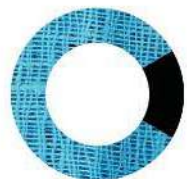


STRATEGIC PLAN 2019-2024



CRAFT
ONTARIO



MISSION

We champion craft.

VISION

Making craft a meaningful part of life and building a connected community of creators and supporters.



MANDATE

We deliver on our Mission and achieve our Vision by:

CONNECTING individuals and communities with craft

GROWING craft artist careers through opportunities to network, learn, present, and access markets

PROMOTING craft as a professional career and its cultural and economic importance

INSPIRING participation and achievement through recognizing excellence

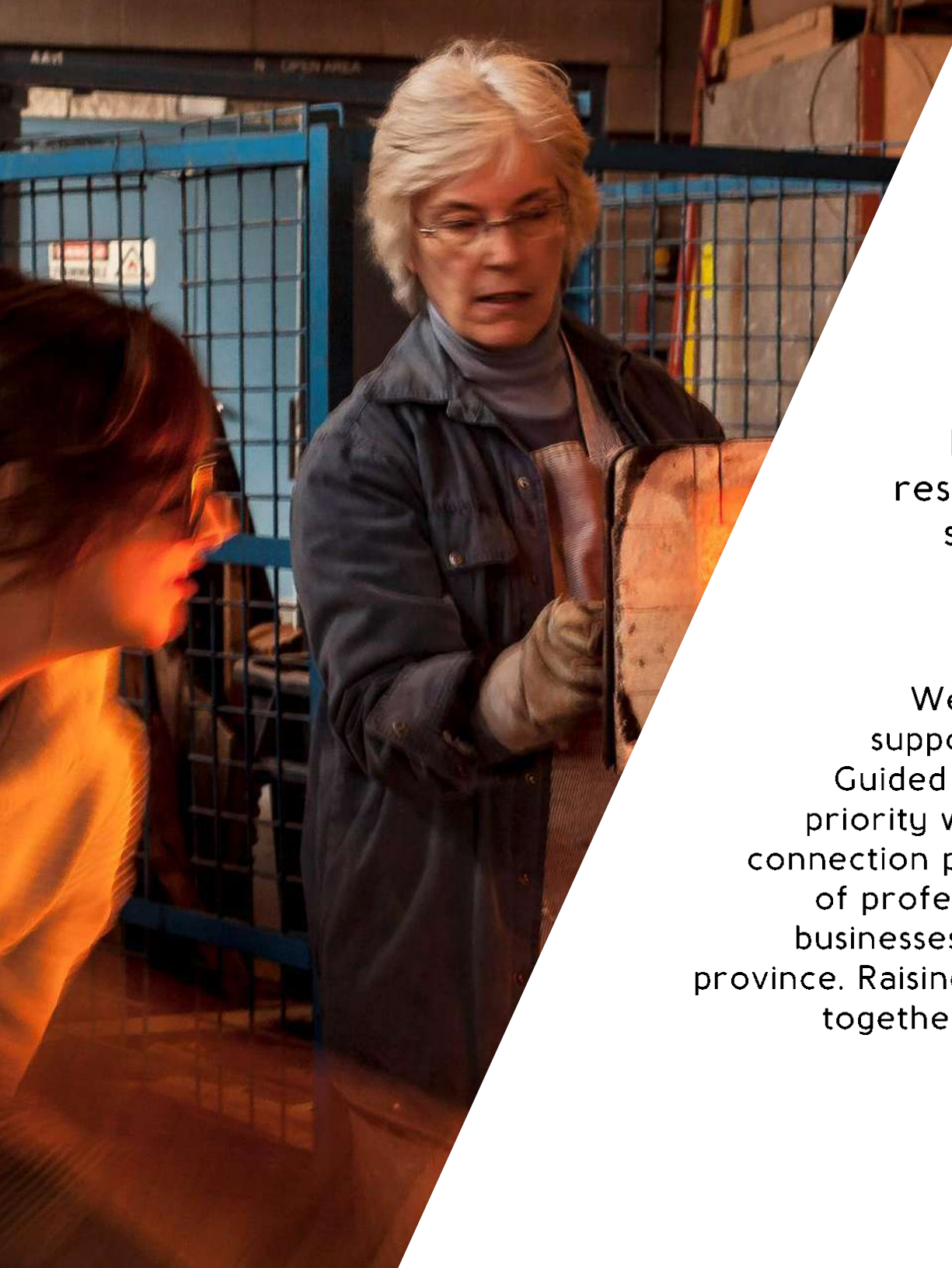


Craft Ontario is a non-profit art service organization that works to have craft recognized as a valuable part of life. We champion craft by promoting craft artists and their work, and advocate for craft by inspiring, educating and connecting diverse audiences.

With over forty years of working to support craft, it is with great excitement that we are taking next steps to guide Craft Ontario's future impact.

Looking forward to the next five years, this strategic plan celebrates the opportunity for Craft Ontario to develop its vital role. Through consultation and review, we are proud to present a focused commitment with rejuvenated strategic priorities to:





COLLABORATE

Foster a network of partners, resources and opportunities that support professional craft and that extend impact.

We will build a stronger network of support for craft through partnership. Guided by our core values, this strategic priority will situate Craft Ontario as a vital connection point and resource for a diversity of professional craft artists, organizations, businesses and associations throughout the province. Raising the profile of professional craft together means that the community as a whole becomes stronger.



CULTIVATE

Strengthen the presence and experience of craft through presentation and education.

Craft is an artistic practice that requires ongoing education and contextualization so that its cultural richness can be discovered, experienced and celebrated. We want to strengthen the diversity of participation with craft, and aim to do so through programming that features the very best of craft while building communities of makers and supporters.



CONNECT

Inspire a connection to craft by promoting craft artists and their work.

We know that craft is a vital practice that enriches lives through making, through the experience of aesthetic joy and contemplation, through building healthy relationships and communities, and through supporting local economies. We also know that the values represented by craft are shared by diverse cultural audiences. Craft Ontario's goal is to expand the reach and impact of craft, all while advocating for increased recognition and support.

OUR APPROACH

Craft Ontario's strategic plan is guided by the following values:

COMMUNITY & INCLUSIVITY

In making connections, we are dedicated to accessibility and participation.

STABILITY & INTEGRITY

We are committed to sustainable growth, financial responsibility, and transparent communication.



DIVERSITY

Craft artists, supporters, materials, creative focus, and contexts are diverse. We encourage and foster difference in all of its richness.

EXCELLENCE

Craft practice is creative expression alongside the goal of material skill and expertise. We support growth and achievement.



ESSENTIALS FOR SUCCESS

COMMUNITY

1. Diverse Audiences

Members; Supporters; Collaborators

2. Staff:

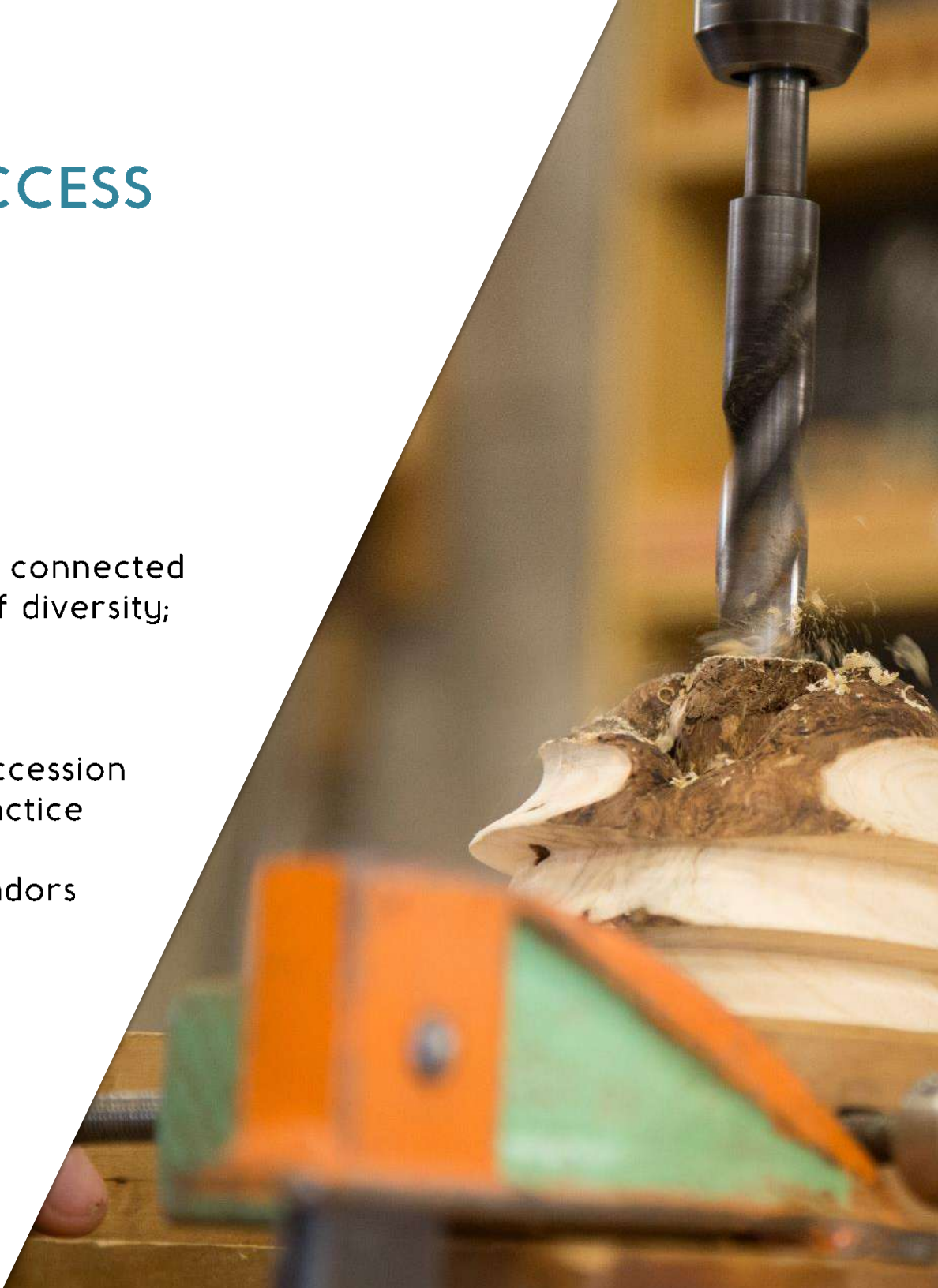
Knowledgeable of craft practice and connected to the community; Representative of diversity; Stability; Succession planning

3. Board:

Engaged; Strong governance and succession planning; Knowledgeable of craft practice and connected to the community; Representative of diversity; Ambassadors

4. Volunteers:

Acknowledged and appreciated; Contributors; Ambassadors



QUALITY

1. Reflect and promote excellence

PARTNERSHIPS

1. Local, provincial, national, international

DIVERSITY

1. Craft artists: cultural background, career level, location
2. Partnerships/Collaborations: cultural background, career level, location
3. Audience: cultural background, age, location
4. Craft practices: multiplicity of material focus and skills

COMMUNICATION

1. Accessible
2. Transparent
3. Intentional blend of in-person and digital
4. Discursive and rooted in dialogue

REVENUE GENERATION & INTEGRATION

1. Earned Revenue Growth: fundraising, retail, membership, subscription, and advertising
2. Strong Donor Relations: individuals, businesses and foundations
3. Strengthen each area of operation by leveraging areas of intersection

COLLABORATE

OUTCOME #1: SUPPORT PROFESSIONAL CRAFT

INITIATIVES

- Foster collaboration to connect craft professionals and audiences with services, markets, professional development opportunities and recognition.
- Analyze and simplify membership structures, ensuring value, access and participation that address socio-economic and cultural barriers.
- Establish regional networks, and train representatives that serve as Craft Ontario ambassadors.

CHECK POINTS

- Increased member engagement, alongside sustained engagement by emerging craft artists as their careers develop.
- Increased diversity of membership (location, career level, material, cultural background).
- Increased capacity to connect craft artists with support, alongside increased ability to identify and leverage opportunities.

OUTCOME #2: EXTEND IMPACT THROUGH PARTNERSHIP

INITIATIVES

- Foster a network of stakeholders and partners to collectively advocate for the cultural and economic importance of craft: its validity as a career, its professionalism and its artistic expression.
- Partner to expand resources for data collection, and making efficient use of a digital environment.

CHECK POINTS

- Increased awareness of craft as a cultural and economic resource.
- Increased fundraising revenue.
- Increased access to professional craft with efficient, impactful use of data, digital resources and tools.

CULTIVATE

OUTCOME #1: STRENGTHEN THROUGH PRESENTATION & EDUCATION

INITIATIVES

- Exhibitions: curate onsite programming, explore and implement strategies for partnered offsite and touring exhibitions.
- Shop: curate vendor and inventory selection processes, invest resources in advertising, merchandising, feature strategies, performance analysis, didactic material and online shop development. Support and develop both staff and visitor education.
- Studio Magazine: cultivate critical thinking about contemporary craft practice, and recognize the work of exemplary craft artists, scholars and contributors to the field. Build print and digital readership. Ensure that content reflects audience interests and establishes a connection with professional craft through education. Foster partnerships to extend promotional reach.
- Programs: partner to deliver professional development programming that includes opportunities for growing business skills, recognition, and connecting with new networks of advisors and fellow craft artists.
- Communications: deliver digital and print communications with content that leads to informed participation.

CHECK POINTS

- Increased quality of presentation and education programming.
- Increased audience and member engagement.
- Increased onsite traffic and Shop sales.
- Increased magazine subscriptions and advertising.

CONNECT

OUTCOME #1: PROMOTE CRAFT

INITIATIVES

- Connect diverse audiences - local, provincial, national and international - with the value and experience of craft.
- Implement a multi-phase marketing plan with measurable actions and results.

CHECK POINTS

- Increased support for craft by individuals, organizations and government.
- Increased online engagement on all Craft Ontario digital platforms, and an increase in overall network contacts.

OUTCOME #2: RECOGNIZE AND SUPPORT ACHIEVEMENT

INITIATIVES

- Share community success stories.
- Create and share resources that foster the development of excellence.
- Provide awards that recognize and celebrate the achievement of excellence at all career levels.

CHECK POINTS

- Increased awareness and celebration of craft artist achievements.
- Increased recognition of Craft Ontario as a connection point for professional development resources.
- Increased number of craft artists that identify Craft Ontario membership as a badge of professionalism.

Developed by the Craft Ontario Board and staff, with feedback and recommendations from current and potential members, collaborators, donors and stakeholders. Generously supported by the Ontario Arts Council, and guided by consultants Judy Wolfe and Mary McIntyre.

This is a living document that is meant to adapt and change. It is publicly available on the Craft Ontario website, circulated to members, stakeholders, funders, and donors, used for progress measurement, as well as gathering ongoing community feedback.



**CRAFT
ONTARIO**



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO
an Ontario government agency
un organisme du gouvernement de l'Ontario

CONNECT

CRAFT ONTARIO
1106 QUEEN STREET W.
TORONTO ON, M6J 1H9

info@craftontario.com 416-925-4222
www.craftontario.com @craftontario

Image credits: Owen Colborne