**Yarra Valley Arts Incorporated**

**Strategic Plan 2021-2023**

**Yarra Valley Arts Incorporated (YAVA) is a not-for-profit organisation dedicated to enhancing the cultural lives of those who live in, work and visit the Yarra Valley. We provide development, support, education and economic opportunities for local artists and the extended community ensuring that the Yarra Valley area is recognised as a vibrant arts, food, and wine destination.**

To fulfil this vision YAVA will:

* Aim to attract a wide range of members and visitors from diverse cultural backgrounds
* Develop and promote strong brand recognition that is well known in the arts community and Victoria more broadly
* Generate pride in our community of artists regarding their involvement with the organisation
* Cultivate a broader value proposition for artists and non-artists alike
* Develop strong relationships with key stakeholders who can partner, promote, and collaborate with YAVA

Key Priorities for YAVA for the life of this strategic plan are:

* Financial security and sustainability
* Creating a strong retail space and exhibition spaces across a variety of locations
* Creating strong stakeholder connections across a diverse range of partners
* Promoting YAVA brand recognition through a strong communications and marketing campaign

The Board in delivering on this strategic plan will be support in its implementation by the following sub-committees and working groups:

* Audit and Risk (A&R)
* Revenue and Sustainability (R&S)
* Community Engagement (CEng)
* Curatorial Panel (CP)
* Yering Sculpture Award (YSA)
* Open Studios (OS)

| **Strategic focus** | **Objectives** | **Actions** | **Timeframes****Responsibility** |
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| 1. **Stakeholder engagement**

To recognise the valuable contributions of all our key stakeholders – this includes Members; Artists; Volunteers; Visitors; wider community and Partners | 1.1 Engage, support, serve and elevate artists | * Encourage participation in gallery exhibitions and the outreach programs
 | OngoingCEO/Gallery Manager (GM) |
| 1.2 Maintain and extend outreach program including Yering Station Sculpture Exhibition and Open Studios | * Plan, maintain and extend engagement of the Yering Sculpture Awards ensuring clarity of arrangement and mutual benefit
 | OngoingYSA |
| * Leverage new membership base, encourage participation, extend promotional support for and by participating artists to enhance outcomes for all
 | OngoingOS |
| * Create a framework for additional outreach activities with clear KPIs and objectives to identify and develop for consideration and engagement for Board approval
 | April 2022CEO |
| 1.3 Provide training, professional development opportunities and engaging participation opportunities for all volunteers | * Engage Volunteers through a suite of talks and social activities
 | OngoingVolunteer Coordinator  |
| * Maintain currency of training manual and provide regular updates to volunteers
 | OngoingVolunteer Coordinator |
| * Establish quarterly review sessions for volunteers to ensure processes are understood, continuously refined and that there is clear and simple communication of procedure
 | OngoingVolunteer Coordinator |
| 1.4 Engage and partner with other community and business groups to promote the opportunities of working with YAVA | * Undertake a detailed stakeholder analysis and develop a Relationship Management Framework to guide interactions with different stakeholders
 | April 2022CEng |
| * Develop engagement program for stakeholders including business to business relationships and opportunities to partner
 | April 2022CEng |
| 1.5 Actively encourage a strong awareness of Community | * Promote and support community activities through our social media networks
 | OngoingGallery Team |
| * Create events encouraging local community to attend - not necessarily art-related - e.g. Men’s Group
 | OngoingCEng |
| 1.6 Provide opportunities for Partners to support us and for us to promote them | * Develop Business to Business partnerships that provide mutually beneficial opportunities to promote the Arts (link to Relationship Management Framework)
 | OngoingCEO |
| * Seek alternate avenues to exhibit and promote artists (e.g., wineries and other locations)
 | OngoingCEOCP  |
| 1.7 Inspire and Educate - Arts practitioners, Community, Visitors, Tourists | * Develop Mentoring Program for youth and emerging artists involving senior or guest artists
 | OngoingCEO/GMCP |
| * Develop a diverse and well-attended workshop program that enhances YAVA reputation and builds new audiences measured through KPIs and qualitative feedback
 | OngoingWorkshop Coordinator |
| * Develop educational program for arts practitioners that supports their economic, marketing, and reputational growth
 | OngoingCEO/GM |
| * Develop annual program for arts-related talks or events that are designed to engage the broader community
 | June 2022 (Annual)CEO/GMCP |
| * Develop an Artist Trail program or other offering that can be promoted jointly with the Tourism Industry
 | June 2022 (Annual)CEO |

| **Strategic focus** | **Objectives** | **Actions** | **Timing****Responsibility**  |
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| 1. **YAVA Gallery & Arts Hub**

Provide a central presence for the community of artists, stakeholders, and visitors  | 2.1 Create a Gallery program that attracts audiences from both within the community and far afield — build strong credible reputation | * Establish an annual plan and create a diverse program that attracts broad audiences across the year and stimulates awareness of YAVA
 | Annual CPGM |
| * Distribute YAVA Brochures to local business, B&B, wineries and RACV Club
 | OngoingVolunteers |
| * Develop a VIP list (Link to stakeholder analysis) and promote special events

  | OngoingGM/CP |
| 2.2 Exhibit local artists  | * Ensure the YAVA Gallery exhibition program includes local artistic representation in all exhibitions
 | OngoingGM/CP |
| * Consider other venues for one off exhibitions
 | OngoingGM/CP |
| * Investigate options to relocate the Gallery and/or additional venue space for ongoing exhibitions
 | OngoingCEOChair |
| 2.3 Develop a visiting artist’s program that complements the work of local artists | * Continue gallery exhibition approach to pair Yarra Valley artists with invited artists to help build new audiences and increase profile
 | OngoingGM/CP |
| * Establish and monitor KPIs that measure Artist Sales, Social Media indicators of success, visitation, volunteer hours
 | OngoingCEOR&S |

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| **Strategic focus** | **Objectives** | **Actions** | **Timing****Responsibility**  |
| 1. **Thought Leadership**

To provide an art focussed voice and leadership in the region | 3.1 Build awareness of Yarra Valley as a place as well known for The Arts as it is for Food and Wine – ‘Food Wine and The Arts’ | * Continue partnerships with key food and wine partners at Exhibition Openings
 | OngoingCEng |
| * Maximise opportunities to participate in tourism forums to provide balance for Food, Wine and The Arts
 | OngoingCEO/Chair |
| * Link with Tourism Network Yarra Valley and cross promote to visitors to the Yarra Valley
 | OngoingCEO |
| 3.2 Build purposeful relationships with arts leaders across Australia, especially regional arts centres | * Actively engage other galleries and arts spaces to enhance our reputation
 | OngoingCEO/GM |
| 3.3 Advocate on behalf of local artists | * Create awareness through local paper, social media, good news stories and face to face contact
 | OngoingCEO/GM |
| * Approach government and tourism organisations with opportunities to elevate arts in the Yarra Valley
 | OngoingCEO/Chair |

| **Strategic focus** | **Objectives** | **Actions** |  |
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| **4. Marketing and Communications**All messaging will enable the local art community to grow and develop | 4.1 Enhance and develop social media presence | * Provide regular Instagram and Facebook posts with clear voice of YAVA/YVA in lie with the communications strategy
 | OngoingCEO/GM |
| 4.2 Develop clear and consistent voice across all communications from YVA/YAVA | * Develop a Media and Communication strategy to ensure consistent messaging across all platforms
 | OngoingCEO/CEng |
| 4.3 Expand the membership base | * Promote membership benefits in local media
 | OngoingMembership Coordinator |
| * Run quarterly or bi-monthly event for new members
 | OngoingCEO/GM |

| **Strategic focus** | **Objectives** | **Actions** | **Timing****Responsibility**  |
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| 1. **Yarra Valley Arts sustainability and financial viability**

To maintain management and governance actions to ensure ongoing sustainability  | 5.1 Ensure effective governance and management | * Develop a Sustainability Strategy for YAVA that will deliver financial security into the future
 | June 2022R&S |
| * Develop KPIs and performance framework for CEO and Gallery Manager (to be reviewed quarterly by Board)
 | March 2022Chair |
| * Review current state of finances and provide a report to the Board on future outlook
 | March 2022A&RR&S |
| 5.2 Build better partnerships | * Develop and expand relationship with Council and relevant Council representatives
 | OngoingCEO, ChairR&S |
| * Engage and support local events e.g. Writers Festival and similar events
 | OngoingCEOCEng |
| 5.3 Improve retail opportunities  | * Improve and diversify retail offerings in the Gallery
 | OngoingGM/CEO A&R |
| * Train volunteers to upsell and use systems
 | OngoingVolunteer Coordinator |
| 5.4 Develop Philanthropic Framework | * Identify and apply for suitable and available grants and philanthropic opportunities
 | OngoingCEO |