

KUMEU ARTS CENTRE INC STRATEGIC PLAN

2017-2022

encouraging a creative community



 KUMEU
ARTS CENTRE

Why create a strategic plan?

- To determine priorities
- Focus Energy and Resources
- Assess our common Goals
- Decide on intended outcomes
- Assess our direction

Analysis Questions

1. Where are we now?

In a positive position with room for improvement. On the cusp of major change. At an exciting time in the history of KACI

2. Where do we want to go?

Onwards and upwards. Recognized not just locally but regionally as an exciting place to learn, view and engage in the arts. Attended well by a large and varied demographic of people with the local community at its heart.

3. Actions Needed?

Increase visitors numbers & participation by offering more range, options and diversity of art, products, classes and events.
Improved space and facilities- Expansion and redevelopments.
Outreach to other communities using research- Targeting 'other groups' not currently attending KACI
Promotion- Branding.

What do we want?

We want KACI to be a cool place!

10-YEAR PLAN – We want...

- To be seen as the heart of Kumeu. The major organ of the Huapai Hub.
- We could have a broader 'precinct' function & name- possibly the Kumeu Arts Quarter?
- To be known as a place to go for arts on a regional level.
- An 'Artist in Residence' and suitable residence for them on site.

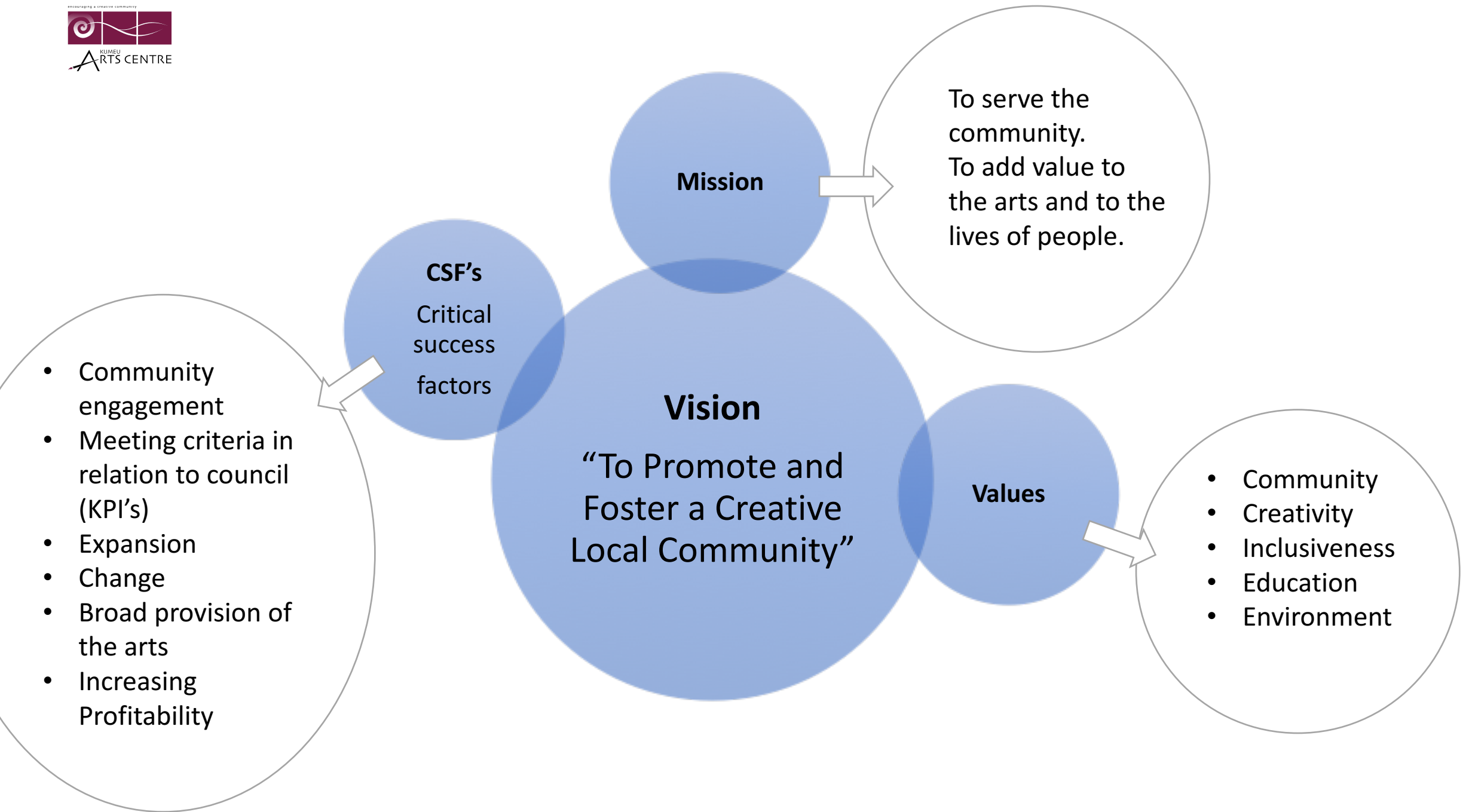
5-YEAR PLAN – We want...

- More amenities – Possibly Coffee, more music, movies, a snazzy lawn.
- Integration with the Huapai Hub.
- The redevelopment to be completed with access to other buildings and expansion.
- A nice and fresh physical space to be in.
- More performances and more attendances to events.
- KACI to be dynamic.
- To attract more diverse user groups such as migrant groups.
- A market space.

- Kumeu Arts Awards as a permanent fixture
- Improved lighting in the gallery.
- To be generating more profit in order to be more self-sufficient
- 1-YEAR PLAN – We want...
- **We want business to go ahead as usual with** Increased sales, participation and diversity to include a wider variety of participants.
- A new image and our profile raised. Post redevelopment we will open with a new logo.
- A better defined distinction/split between the gallery and education area with separate/clearer access to these areas.
- Redevelopment underway with flooring options included.
- The Long-term plan submissions made.
- To incorporate tactical urbanism for quick wins. Such as using projections.
- To acquire activated ancillary spaces and modular extensions- to be integrated with the current building and for it to be adaptable with some form of shelter from the elements. To build into the outdoor, entertaining spaces.

Our vision for 2017 onwards

- **Our vision** needs updating!
- **Previous**
- “To promote and foster the arts in the South Kaipara area of the Rodney District; To support local artists and craft workers, and the local arts and crafts community; To promote all facets of education and training in all arts and crafts and to foster links with other artists and arts groups in the area.”
- **New**
- **“To Promote and Foster a Creative Local Community”**



Goal/Priority

Actions

How to measure when met?



1. Increase participation and diversify audience

- Promotion
- Art awards & events
- Run at capacity
- Vary events/classes on offer
- Outreach

- Statistical evidence
- Ages, ethnicities, race recorded
- Numbers

2. Improve and expand on building and facilities

- Separate gallery spaces
- More workrooms
- Suitability as a music venue
- More outside areas/reception area
- Activities for children
- Redevelopment with council
- Integration and implementation with Huapai Hub

- Document changes- photos
- Functionality
- Survey attendees
- Increase in numbers

3. Improve our image brand.

- Incorporate modern technology
- Logo
- Separation of KAC Gallery/shop and educational Centre
- New, fresh, innovative classes and events on offer
- Something radical to get us noticed! E.G Paint the building Orange and Black? Take a risk
- Change how we are perceived

- Market research- Before & After.
- Gauge the public perception of KACI through surveys

4. Generate a larger profit.

- Develop retail space-
- Quality and recognition of Art for sale
- Online exhibition and retail sales
- Promotion
- Alternative service delivery models

- Financial evidence of P&L
- Sales of retail and art

Not in order to make money but to become more self-sufficient

4 main Priorities identified by KACI



1. People



2. Place

encouraging a creative community



3. Perception



4. Profit

Priority 1 – Increase participation and diversify our audience

2017 Actions

Create better promotional material that is targeted to specific audiences.

Analysis of advertising material- costs and engagement. Design
Attract more tourists

Do some Market research/surveys of current users

Outreach to other communities- Start to make connections and build relationship. Local Marae, migrant communities.

Run a successful first Art Awards

Revised newsletter, promotion and publicity

Pop up park

Projection wall

5 year plan

Have a larger, more diverse group of attendees at our events and classes.

Increased membership

Art Awards recognized regionally

A market space

Be on tourist tour routes/guides

Activated ancillary space/s

Risk factors

Alienating our existing membership. Core base- Need to communicate well.

Grow too quickly to manage coordination and admin – Address needs as they arise

Health and safety requirements – complete training and Risk assessments. Identify risks and remove or mitigate them. First aid on site

Priority 2 - Improve and expand on building and facilities

2017 Actions

For redevelopment to begin – As stated in Document ‘Outcomes of Kumeu Community Arts Centre Meeting 7th December 2016’

Acquire an activated ancillary spaces- to be integrated with the current building and for it to be adaptable with some form of shelter from the elements. To build into the outdoor, entertaining space.

Landscaping, parking management, pedestrian links

Better distinction/split between the gallery and education area with separate/clearer access to these areas.

Long-term plan submissions made

5 year plan

More amenities – Possibly Coffee, more music, movies, a snazzy lawn.

Integration with the Huapai Hub.

The redevelopment completed with access to other buildings and expansion.

Our Outcomes met – stated at our Meeting 7th December 2016

We want a nice and fresh physical space to be in.
Café

Separation of gallery and educational spaces

Risk factors

Alienating our existing membership. Lose our core base whilst building commences.

Need to minimize disruption to BAU in consultation with builders

Grow too quickly to manage coordination and admin

Address needs as they arise

Health and safety requirements – complete training and Risk assessments. Identify risks. First Aid on site

Funding – Maintaining positive outcomes, reporting and communication with council

Priority 3 - Improve our image and brand.

2017 Actions

Post redevelopment we will open with a new logo-
Design concepts should be formulated this year
Branding – Consistent themes in design
Website/facebook - incorporate video media
Design of flyers and promotional material
Advertising aimed at targeted audiences
Professional standards maintained in gallery, classes
and retail
Something radical?
Tactical Urbanism – E.g. Pop up park, projection wall

5 year plan

Seen as a 'cool' place
Nationally recognized?
New Website?
Strong brand created –building and
signage possibly tied in with the
theme & colour schemes,.
Technologies incorporated
Increased engagement with youth
and Maori

Risk factors

Alienating our existing membership & core base. Losing our local, community-friendly, homely feel by becoming too contemporary or modern. We can counter this with separate gallery spaces (possibly separating members and professional art exhibitions) and through inclusiveness and communication.

Priority 4 -Generate a larger profit.

2017 Actions

Continue to develop and improve retail space with more regular changes to stock
Promotion of exhibitions and retail area
Online exhibition and retail sales
Identify areas of unnecessary loss

5 year plan

Bar license to sell our own alcohol at concerts/Kumeu Live
Exhibitions by higher profile professional artists
Coffee or juices sold on site/cafe
Higher attendance
Run as close to capacity and utilize the new spaces created in the redevelopment
Alternative service delivery models

Risk factors

None?