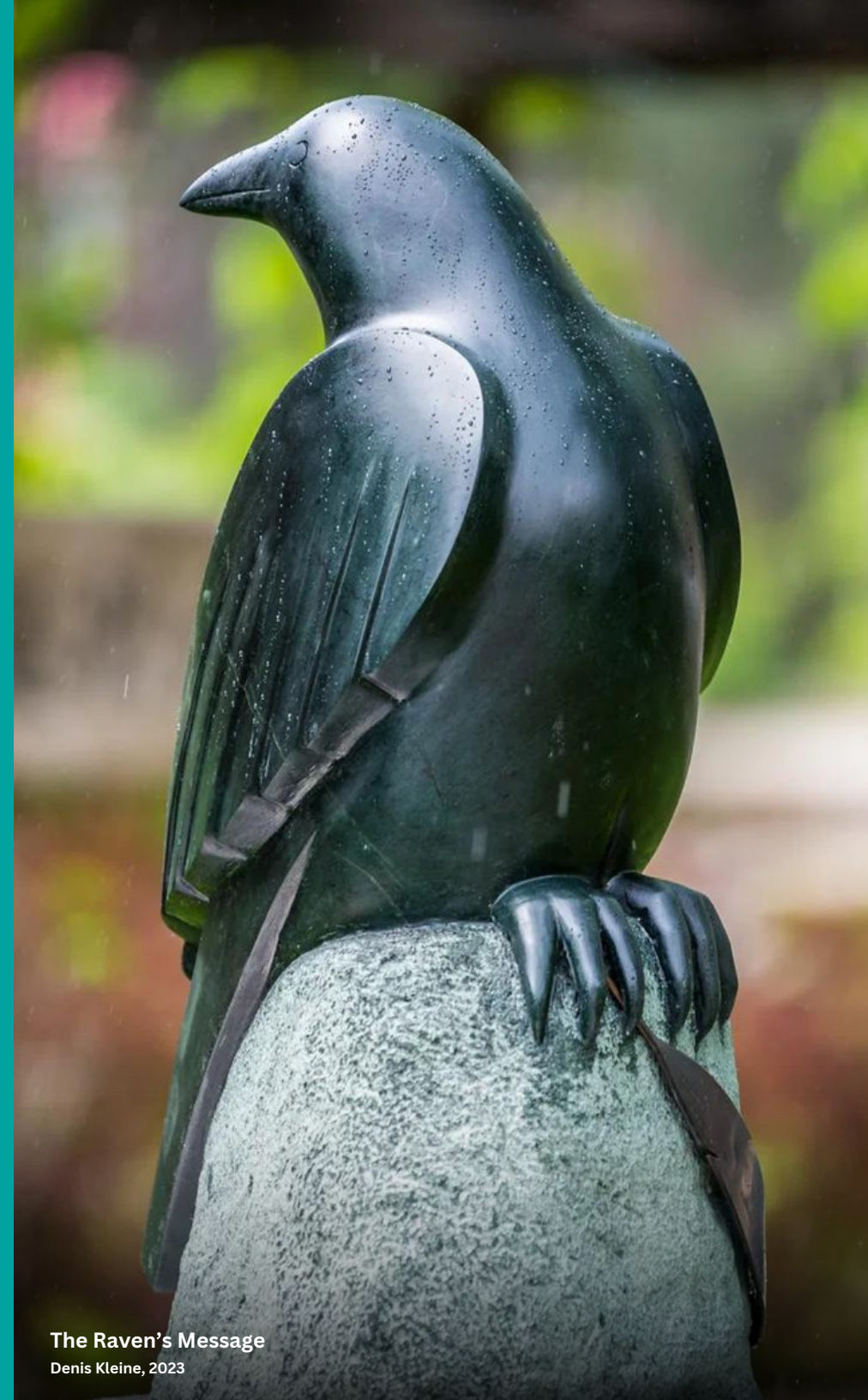


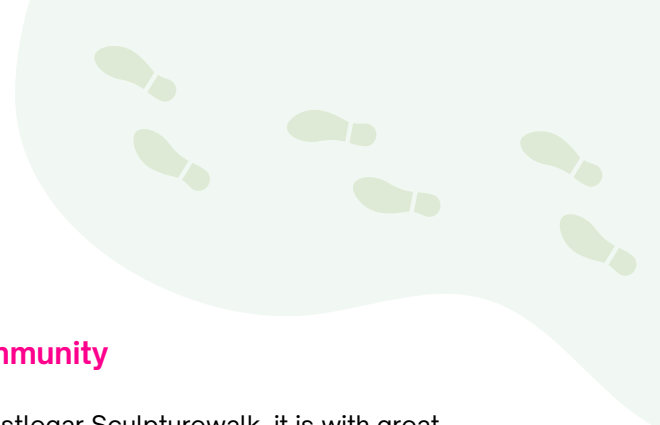
2024-2028 Strategic Plan



Crude Accommodations
Kate Ford, 2023



The Raven's Message
Denis Kleine, 2023



Dear Members, Supporters, and Community

As the President and Executive Director of Castlegar Sculpturewalk, it is with great enthusiasm that we present this strategic planning document. Castlegar Sculpturewalk has long been a cornerstone of our community, enriching our cultural landscape and fostering a deep appreciation for the arts.

Over the years, we have witnessed the transformative power of public art in creating vibrant and connected communities. Guided by our commitment to artistic excellence and community engagement, we embark on this strategic planning journey to chart a course that will propel Castlegar Sculpturewalk into a future filled with innovation, inclusivity, and impact.

This document reflects the culmination of collaborative efforts, drawing on insights from our dedicated team, valued partners, participating artists, visitors to Castlegar and the voices within our community. It serves as a roadmap that will guide our decision-making processes, resource allocation, and actions over the coming years.

As we navigate the ever-evolving landscape of the arts and culture sector, we remain steadfast in our dedication to advancing the mission and vision of Castlegar Sculpturewalk. Together, we will harness our collective strengths, embrace new opportunities, and overcome challenges to ensure the continued success and sustainability of our organization.

We extend our heartfelt gratitude to all who have contributed to the development of this strategic plan, and we look forward to the journey ahead as we work together to shape a future where art thrives and communities flourish.

Sincerely,

Sandy Battista

President, Castlegar Sculpturewalk

Joy Barrett

Executive Director, Castlegar Sculpturewalk

Where We Are At

As we embark on this strategic planning journey, it's essential to acknowledge our current position and the foundational principles that guide our organization. Castlegar Sculpturewalk has long been a beacon of artistic expression in our community, showcasing the talent and creativity of local and international artists alike.

At this juncture, we recognize the need to evolve and adapt to meet the changing landscape of our society and the arts sector. As part of our commitment to continuous improvement, we are initiating a learning journey in the areas of equity, diversity, inclusion, accessibility and decolonization. We understand that these principles are fundamental to fostering a more diverse, equitable, and resilient organization.

Central to our approach is building authentic relationships with all members of our community. We aim to engage with individuals and groups who have been historically underrepresented in the arts, seeking their input and collaboration to ensure that Castlegar Sculpturewalk truly reflects the richness and diversity of our community.

Our primary focus remains on supporting artists and amplifying their voices. As we embark on this strategic planning process, we are mindful of the importance of building off the foundation laid by our previous strategic plan. We recognize the progress made and the valuable insights gained, which will serve as a springboard for our future endeavors.

As we assess where we are at, we do so with a sense of optimism and purpose. Together, we will embrace the opportunities ahead, confront the challenges, and work collaboratively to realize our vision of a vibrant and inclusive arts community through Castlegar Sculpturewalk.



Our Mission

Castlegar Sculpturewalk ignites creativity and strengthens community connections by showcasing exceptional public sculptures. We inspire artists, residents, and visitors alike, provoking thought and highlighting the essential role of art in our lives.

Our Vision

Nurturing a vibrant and inclusive community that sparks curiosity, we use art to forge enduring connections between people and place.



Our Values

Supporting Artists:

Castlegar Sculpturewalk values artists as the heart of our mission, and is committed to providing unwavering support and platforms for their creativity to flourish. We believe in fostering a nurturing environment where artists are celebrated, empowered, and given the opportunity to showcase their work.

Reconciliation:

Castlegar Sculpturewalk is dedicated to the journey of reconciliation, recognizing our responsibility to honor Indigenous perspectives and histories. As we embark on this journey, our priority is to foster meaningful relationships with Indigenous communities, listening attentively and co-developing respectfully to ensure our initiatives contribute positively to the process of reconciliation.

Equity, Diversity, Inclusion and Access:

Castlegar Sculpturewalk is committed to embracing diversity, fostering inclusion, and ensuring access for all members of our community. As we embark on this journey, our focus is on building authentic relationships and creating barrier-free programming that celebrates diverse voices and perspectives, enriching the cultural experience for everyone.

Community Engagement:

Castlegar Sculpturewalk is dedicated to engaging our community through art, enriching our surroundings with beauty, inspiration, and a celebration of culture. By fostering collaboration and interaction with public art, we aim to cultivate a sense of pride and connection among residents and visitors alike.



Clementina
Najet Ghanai, 2023



Lost - Adrift
Karl Mattson, 2023

Our Plan

1. Forge Stronger Connections
2. Create an Inclusive Arts Community
3. Build a Stronger Future

1. Forging Stronger Connections: Relationships and Collaboration

By prioritizing partnerships, collaborations, and relationship-building, Castlegar Sculpturewalk will strengthen its ties within the community, amplify its impact, and create a more vibrant and inclusive cultural landscape for all.

Foster Indigenous Relationships and Begin Decolonization Efforts:

Focus on building meaningful relationships with the regional Indigenous Nations, guided by principles of decolonization and reconciliation. This will involve developing processes around consultation, collaboration, and co-creation with Indigenous communities to ensure their perspectives, voices, and cultural heritage are respected, represented, and celebrated within Castlegar Sculpturewalk's programming and organizational practices.

Action: Attend events open to the public that are hosted by the Nations (Castlegar salmon ceremony, Kettle Falls salmon ceremony, Ktunaxa pow wow). Examine existing relationships with the regional Indigenous nations held by board, staff and contractors and develop those bonds further.

Cultivate and Maintain Artist Relationships:

Establish ongoing communication channels and support systems to nurture and sustain relationships with participating artists and to develop relationships with new artists. This ensures that artists feel valued, supported, and engaged throughout their involvement with Castlegar Sculpturewalk.

Action: Develop a mechanism for feedback on our website and opportunities for collaboration if artists are in the region at the same time.

Identify Key Partnerships and Expansion Opportunities:

Undertake a comprehensive evaluation of potential collaborators within the local community. This assessment aims not only to pinpoint mutual areas of interest and collaboration but also to explore avenues for expansion and growth in our programming.

Action: Engage with organizations such as the regional Indigenous Nations, educational institutions, local/regional arts organizations, the Regional District of Central Kootenay, business owners, and Destination Castlegar to explore their desires to collaborate. Examine and grow leasing partnerships with other regional municipalities.

Attract Visitors:

Explore opportunities to leverage partnerships and collaborations to enhance Castlegar Sculpturewalk's role as Castlegar's number one tourist attraction and The Sculpture Capital of Canada™, drawing visitors from near and far to experience the vibrant artistic offerings.

Action: Engage with Destination Castlegar to review potential for outbound marketing support, particularly in collaboration with Kootenay Rockies Tourism. Potential to request marketing support from other DMOs who operate in partner communities (Roseland, Nelson).

1. Forging Stronger Connections: Relationships and Collaboration

By prioritizing partnerships, collaborations, and relationship-building, Castlegar Sculpturewalk will strengthen its ties within the community, amplify its impact, and create a more vibrant and inclusive cultural landscape for all.

Connect with Local Businesses:

Engage with the business community to foster cultural understanding, establish connections, and facilitate collaboration opportunities.

Action: Encourage board members and staff to join local community organizations such as the Rotary Clubs and the Chamber of Commerce. Examine the potential of a cultural seat on the board of Destination Castlegar.

Design Evaluation and Feedback Mechanisms:

Implement evaluation mechanisms to assess the effectiveness of partnerships and collaborations, gathering feedback from stakeholders to continually refine and improve engagement strategies.

Action: Create a feedback form on your website and provide the link to all participants, attendees, sponsors.

Develop Regular Communication Channels:

Establish regular communication channels to maintain ongoing dialogue and engagement with the community. Highlight extensive staff experience and board commitment to the community of Castlegar.

Action: Release regular newsletters and maintain an active social media presence.

Celebrate Successes:

Recognize and celebrate successful partnerships and collaborations fostering a culture of appreciation and mutual support within the community.

Action: Share successes at public events, engage in media outreach, acknowledge key contributors on social media.

2.

Advancing Equity, Diversity, Access and Inclusion: Implementing Policies for an Inclusive Arts Community

Through the sustained implementation and review of existing policies, Castlegar Sculpturewalk reaffirms its commitment to fostering a welcoming and inclusive arts community, where everyone can fully participate and thrive.

Review Policies Annually:

Conduct annual reviews of the existing equity framework, accessibility framework, and anti-harassment policy, ensuring they remain effective and responsive to community needs.

Action: Ensure that there are annual review mechanisms in place at the board level.

Employ Anti-harassment Reporting System:

Sustain the comprehensive reporting system embedded within the anti-harassment policy, providing avenues for individuals to report incidents confidentially and ensuring prompt and appropriate responses.

Action: Ensure that all employees, contractors, and volunteers have access to the anti-harassment policy and have the appropriate reporting contact information; create a streamlined incident reporting form for complaints.

Implement Equity Framework and Action Plan:

Continue to implement and enforce existing equity, diversity and inclusion policies, framework and action plan across all aspects of Castlegar Sculpturewalk's operations, fostering fairness, inclusivity, and representation.

Action: Defer to equity action plan for recommendations.

Carry Out Accessibility Framework and Action Plan:

Maintain and enhance accessibility policies and action plan and move toward hosting exhibitions and events that are accessible to individuals of all abilities, with ongoing updates to accommodate changing needs and standards.

Action: Defer to Accessibility action plan for recommendations.

2.

Advancing Equity, Diversity, Access and Inclusion: Implementing Policies for an Inclusive Arts Community

Through the sustained implementation and review of existing policies, Castlegar Sculpturewalk reaffirms its commitment to fostering a welcoming and inclusive arts community, where everyone can fully participate and thrive.

Resource Ongoing Training Initiatives:

Utilize training programs for board members, staff, and volunteers, reinforcing awareness and adherence to equity, accessibility, and anti-harassment policies. Engage with regular training that examines decolonization and building relationships with Indigenous Nations and artists.

Action: Maintain awareness of organizations that provide ongoing free training (ArtsBC, local educational institutions, Resilience BC, Intercultural Kootenays). Source funding to continue board, staff and contractor training that focuses on equity, diversity, inclusion, access and decolonization.

Commit to Continuous Monitoring and Enhancement:

Maintain a system of continuous monitoring and evaluation to assess the effectiveness of existing policies, gathering feedback from the community and making refinements as needed to uphold the highest standards of equity.

Action: Ensure that there are annual review mechanisms in place at the board level, source funding to compensate individuals with lived experience for feedback around equity, diversity, inclusion, access and decolonization processes.

Strengthen Community Collaborations:

Enhance partnerships with local advocacy groups, community organizations, and cultural institutions to advance shared goals of equity, diversity, inclusion and access, leveraging collective expertise and resources for systemic change.

Action: Source funding to co-develop projects as relationship initiators.

3.

Fostering Organizational Sustainability: Building a Strong Future

By prioritizing organizational sustainability and succession planning, Castlegar Sculpturewalk will secure its legacy as a vital cultural institution, ensuring continued access to inspiring artistic experiences for generations to come.

Develop a Financial Strategy:

Foster a culture of philanthropy and securing vital support by executing targeted fundraising campaigns and development initiatives to engage donors and patrons. Implement strategies to diversify revenue streams, reducing dependence on any single funding source and strengthening financial resilience for Castlegar Sculpturewalk's future sustainability.

Action: Source additional grants, untapped sponsorships and donations, and investigate the potential for merchandise sales, invest in technology solutions (cloud data management, for example) to support staff's efficiencies, identify opportunities for cost optimization and operational efficiency.

Realize a Succession Plan:

Conduct a thorough assessment of succession needs for board, contractors, and staff, developing a comprehensive plan that ensures long-term viability that includes establishing clear pathways for leadership transition.

Action: Determine critical roles and potential successors, develop clear transition plans outlining the steps for transferring responsibilities from current leaders to successors, document key roles, development plans, and transition processes.

Formulate Impact Measurement Framework:

Collaborate with relevant partners to develop a comprehensive framework to evaluate the impact of Castlegar Sculpturewalk. This framework will encompass quantitative and qualitative indicators, including attendance numbers, economic impact assessments, surveys, and feedback mechanisms, to assess the event's effectiveness in meeting its objectives and pinpoint areas for enhancement.

Action: Source funding to engage with research institutions, academic experts, or professional consultants to do this work. Share findings with Destination Castlegar.

3.

Fostering Organizational Sustainability: Building a Strong Future

By prioritizing organizational sustainability and succession planning, Castlegar Sculpturewalk will secure its legacy as a vital cultural institution, ensuring continued access to inspiring artistic experiences for generations to come.

Establish Strategic Partnerships and Collaboration:

Cultivate strategic partnerships and collaborations with businesses, community organizations, and government agencies to access additional resources, share costs, and leverage collective expertise in support of Castlegar Sculpturewalk’s mission and goals.

Action: Activate board to engage with their peers/colleagues around financially supporting Sculpturewalk. Work with potential partners to create joint funding mechanisms/grant applications to access additional resources and share costs.

Undertake Continuous Evaluation and Adaptation:

Regularly evaluate the effectiveness of financial and succession strategies, adjusting as needed to address emerging challenges, seize new opportunities, and ensure the ongoing sustainability and success of Castlegar Sculpturewalk.

Action: Ensure that there are annual review mechanisms in place at the board level.



Eldritch Abomination
Robert Turriff, 2023

Implementation:

To effectively execute our strategic objectives, Castlegar Sculpturewalk will employ a comprehensive implementation strategy focused on clear communication, participant engagement, and regular review mechanisms.

Firstly, we will disseminate the action plans developed in conjunction with this strategic plan to all relevant board members, staff, contractors and volunteers. These documents outline specific tasks and responsibilities associated with each strategic objective. Regular progress updates will be provided to ensure transparency and accountability.

Secondly, we will review our project management practices to streamline workflow and optimize resource allocation. This includes monitoring progress and promptly addressing any challenges that may arise. Annual work plans should be developed to implement our strategies, identify areas for engagement, and realign priorities as necessary to ensure continued progress towards our long-term goals.

Thirdly, participant engagement will remain a cornerstone of our implementation strategy. We will actively seek input and feedback from artists, community members, partner organizations, and other key participants throughout the implementation process. By fostering collaboration and inclusivity, we aim to leverage collective expertise, build a sense of ownership, and ensure that our initiatives remain responsive to the evolving needs and priorities of the community. Through diligent execution and ongoing evaluation, we are committed to realizing our vision of Castlegar Sculpturewalk as a dynamic and inclusive cultural institution that enriches the lives of all who engage with it.

Acknowledgement:

We would like to extend our gratitude to all who contributed to the development of this strategic plan for Castlegar Sculpturewalk. Your invaluable insights and participation in the process have been instrumental in shaping our vision for the future. Special thanks to those who participated in our in-person surveys, engaged with our online surveys, and contributed to the planning session with the board and our representative from the City of Castlegar. Your collaboration and dedication are vital as we work together to realize our shared goals and aspirations for Castlegar Sculpturewalk.



Observe & Reflect
Mark Culp, 2023