2022-2025 Strategic Plan

The current mandate of the Canadian Society of Decorative Arts/Cercle canadien des arts décoratifs (CSDA/CCAD) is to advance the knowledge, appreciation, and promotion of design and decorative arts in Canada.

In 2021, CSDA/CCAD celebrated its 40th year anniversary and its magazine, *Ornamentum,* reached its 15-year mark. To plan for a dynamic future for CSDA/CCAD, the board conducted a SWOT analysis:

Strengths	Weaknesses
• Cooperative and proactive board who work well together • Financial stability at basic level • Low over-head costs • Membership expertise available for online events, the Symposium and *Ornamentum.* • Increased outreach based on board members' initiatives • Ability to use technology effectively to reach/engage members across the country	• Governance is not well documented • Insufficient administrative processes, staff and no office space • Lack of cultural and geographic diversity of board members and within membership outreach and engagement • Weak track record of attracting younger members • Lack of succession planning • Lack of alternate funding sources • Lack of brand recognition
Opportunities	**Threats**
• *Ornamentum*, is the only magazine in Canada devoted to decorative arts, design, and material culture • Increased public awareness regarding the importance of the arts in daily life • Growth in virtual monthly programming as a result of the pandemic. On-line programming has already connected CSDA/CCAD with new and old members on a monthly basis and can be further developed. • Establishment of the Young Professionals and Creatives membership (YP&C) category has given the CSDA/CCAD a means by which to connect with younger adults (under age 40) • New funding streams can be and are being investigated • Concerns about sustainability and the environment may lead to a refreshed interest in well-made/designed objects, new and old	• Younger generation not interested in antiques or "collecting" • Technological growth and sustainability • Limited diversity of revenue streams • Limited funding in the future for Ornamentum, programs, events and sector. • Changing trends/benchmarks for arts funding • Decline of membership as older generation dies off and younger generation shows less interest in traditional decorative arts • Risk of losing continuity, skill sets and historic knowledge/relationships/capacity in absence of having paid senior level staff to lead the organization

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The board identified four areas for the organization's growth:
1) Implementing a diversity, equity, and inclusion policy
2) Expanding membership
3) Administration initiatives
4) Updating the CSDA/CCAD mandate and exploring a name change

The 2022-2025 Strategic Plan begins January 1, 2022 and will end by December 31, 2025.

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1. Implementing a Diversity, Equity, and Inclusion Policy (DE&I)

CSDA/CCAD is dedicated to a policy of diversity, equity, and inclusion. CSDA/CCAD seeks to make decorative arts and design accessible to people through lectures and events, community outreach and partnerships, volunteer opportunities, and *Ornamentum* magazine and website.

Team members Julie Riches, Gilles Latour, Janna Eggebeen, Henry Wiercinski, Anthony Wu, Erin Wiley

Objective 1: Define Diversity, Equity, and Inclusion (DE&I) policy for the CSDA

Year 1	Year 2	Year 3	To Do
The DE&I Team defines a DEI policy statement.	The CSDA/CCAD integrates the DE&I policy statement into its documents.	CSDA/CCAD annually reviews its DE&I policy and revises as needed.	The DE&I Team researches, prepares, and writes a DE&I definition, policy, and strategy.

Objective 2: Create an internal measurement criterion to track DEI progress

Year 1	Year 2	Year 3	To Do
The DE&I Team creates criteria to track the progress of the DE&I policy.	DE&I measurement criteria are in place and tracking begins.	From an analysis of measurement criteria, the board and Team assesses and revises the DE&I strategy.	The DE&I Team develops measurement criteria and determines how they will be tracked.

Objective 3: Identify opportunities to attract members from other communities

Year 1	Year 2	Year 3	To Do
CSDA/CCAD asks the Honourary National Council (HNC) Advisory Committee to assist in implementing its DE&I policy.	The DE&I Team creates events to attract more diverse members after assessing the success of such programs by other organizations/institutions.	The DE&I Team considers expanding regionally to create local chapters of the CSDA/CCAD.	The CSDA/CCAD diversifies the membership of the HNC.

Objective 4: **Implement DE&I policy in programming:** *Ornamentum,* **Events, Symposium**

Year 1	Year 2	Year 3	To Do
The DE&I Team develops a database of arts and cultural institutions and organizations that are directed to/by priority groups (as defined by Canada Arts Council and Ontario Arts Council).	The HNC will recommend prospects for inclusive succession planning of board members.	CSDA/CCAD determines what awareness programs and incentives it can offer to diversify its membership and outreach.	The DE&I Team initiates awareness programs and incentives to priority groups identified through its database.

2. Expanding Membership

The goal of the CSDA/CCAD is to expand membership to reflect national regional representation and to include diverse cultures, perspectives, and communities.

Team members: Susan Golets, Janice Warren, Gilles Latour

Objective 1: **Continue hybrid approach (virtual and in-person) for events to recruit new membership**

Year 1	Year 2	Year 3	To Do
The Programming Team continues online and in-person events to expand its geographical reach. The Programming Team initiates new membership categories including YP&C. The diversity of programming topics attracts new membership.	The Programming Team continues hybrid programming. In 2022, the Programming Team streamlines programming to six events per year.	Programming Team and YP&C look to increase membership through events and programming.	The Programming Team continues to offer hybrid programming, in person and virtual.

Objective 2: **Review membership benefits**

Year 1	Year 2	Year 3	To Do
The Membership Team redefines member benefits.	The Membership Team refines promotional messaging with	The Membership Team continues outreach to new	The Membership Team and Board redefines and

The Team works with other teams to create a membership package for inclusion in all membership materials.	assistance from the Communications Committee. The Team partners with other organizations for cross- promotion. The Team reviews membership fees and events.	communities and sectors cross-referenced with other CSDA/CCAD teams.	reviews member benefits.

Objective 3: Implement a tracking software that collects data (Wild Apricot or other).

Year 1	Year 2	Year 3	To Do
The Membership Team mines its existing data from previous surveys and events and establishes a baseline for membership demographics. The Team begins a baseline analysis from 2020 programming before virtual programming started.	The Membership Team assesses participant and membership value: i.e., conversion of non-members to membership.	The Membership Team uses the tracking, assessing and honing membership interactions to develop initiatives for increasing membership.	The Membership Team implements a tracking software and assesses the results.

3. Internal Administration Initiatives

Investigate administrative processes to improve internal efficiencies for operations, staffing, technology potential, governance policies and integrate administrative systems with *Ornamentum* magazine and website.

Team members: Robert Jordan, Gilles Latour, Henry Wiercinski

Objective 1: Flow Charts and Operational Guide for staff, committees and volunteers

Year 1	Year 2	Year 3	To Do
The Governance Committee and Administration Team to devise operational guide and flow charts.	The Administrative Team implements a system to monitor growth.	The flow charts are assessed annually and revised as needed.	The Governance Committee monitors effectiveness of the operational guide and flow charts.

Objective 2: Assess effectiveness of csda-ccad.org, *Ornamentum.ca,* electronic Newsletter and other technology

Year 1	Year 2	Year 3	To Do
The Administration Team performs a needs-assessment study of current database, reservations, and analytics technology to identify needs, improve user interface, and obtain analytics.	The Administration Team implements outcomes of the needs-assessment research.	The Administration Team maintains annual assessment.	The Administration Team and Communications Committee reviews and implements a technology strategy.

Objective 3: Develop a multi-level fundraising plan to sustain CSDA into the future

Year 1	Year 2	Year 3	To Do
The Administration Team determines resources for a multi-level fundraising plan: operations, grants, events + *Ornamentum;* such as annual giving, major gifts, sponsorship, and awards. The Team identifies potential donors.	The Administration Team identifies staff and priorities with specific projects and funders, i.e., individuals and corporations for 3–5-year commitments.	The Administration Team implements a multi-level fundraising initiative.	The Administration Team initiates a multi-level fundraising plan.

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Objective 4: Governance, Board, HNC, Editorial Advisory Committee

Year 1	Year 2	Year 3	To Do
The Governance Team updates the By-laws to conform to the new Ontario Not-for-Profit Corporation Act. (ONCA) by AGM 2022. The Team harmonizes the Terms of Reference (ToR) for all committees. The Team researches a new model and ToR for the HNC.	The Governance Team establishes regular meetings of committee chairs.	Regular HNC meetings take place.	The Governance Team establishes new guidelines and policies.

Objective 5: Administrative Integration with *Ornamentum*

Year 1	Year 2	Year 3	To Do
The Administrative Team explores opportunities to integrate administrative tasks across multiple platforms, committees including programming and communications.	The Administrative Team identifies ways in which *Ornamentum* and CSDA/CCAD can support one another.	The Administrative Team implements actions with regards to identified opportunities and projects.	The Administrative Team determines the shared opportunities and projects for *Ornamentum* and CSDA/CCAD.

4. Updating the CSDA Mandate and Exploring a Name Change

CSDA/CCAD is exploring if it should engage in a wider dialogue about human-made objects and to broaden our scope to that of material culture.

CSDA/CCAD will discuss redefining its mandate and whether a new, more inclusive name will attract new members, particularly a younger and more diverse cohort, and move CSDA/CCAD

into the future. We will research alternative options, including simply recommitting to our traditional focus, via a sector membership outreach.

Finally, as a national organization we require a bilingual name. Certain choices, such as *Ornamentum*, would eliminate the need for translation. We note that, for some of our Francophone volunteers and members have pointed out that "cercle" has problematic connotations.

Team members: Charlotte Mickie, Michael Prokopow, Janice Warren, Julie Riches

Objective 1: **Updating the CSDA Mandate and Exploring a Name Change**

Year 1	Year 2	Year 3	To Do
The Mandate and Name Change Team researches the activities of similar organizations and their response to current trends in decorative arts and material culture. These organizations include: The Decorative Arts Trust (USA); American Decorative Arts Forum; The Decorative Arts Society (UK); Decorative Arts Society, South Africa; The French Porcelain Society (UK); and more.	The Mandate and Name Change Team analyzes results from the sector survey and produces a report. The Team distributes a questionnaire/focus group to CSDA/CCAD members and to sectors beyond to identify the interests of diverse and younger audiences. The Team collects the results from the questionnaire/focus groups and the board reviews them. The Team presents the mandate and name options, which are voted on at the 2023 AGM.	The Mandate and Name Change Team integrates the new name, if adopted, into all documentation, by-laws, programs and services representative of the organization moving forward congruent with its mandate.	The Mandate and Name Change Team researches, solicits and implements the proposed mandate and name change, if agreed.

In closing, as the board proceeds with these initiatives over the next three years, membership will be regularly informed about the strategic plan's progress. It is our collective intent to make the CSDA/CCAD a vibrant and dynamic organization.