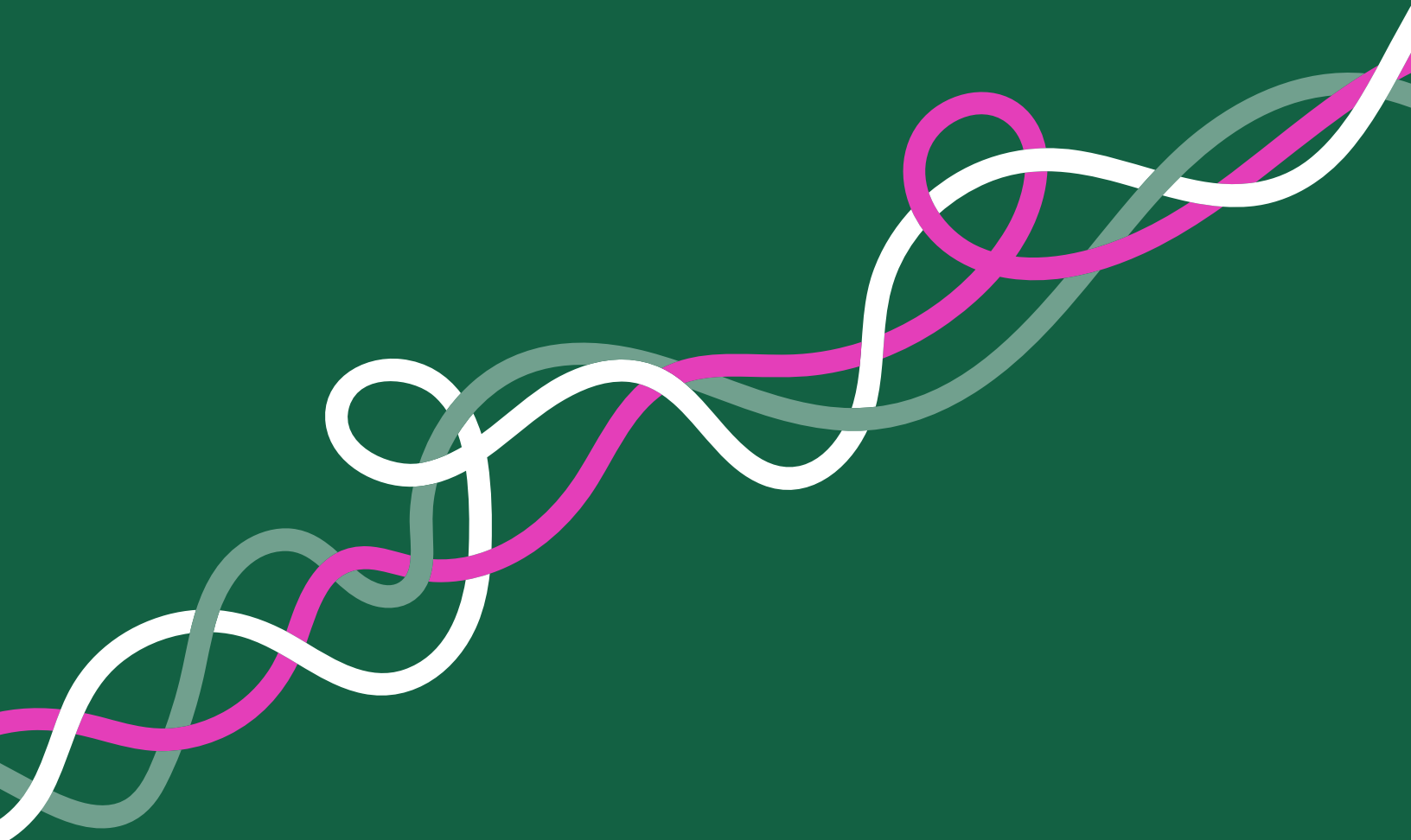


# Mass Culture's Strategic Plan 2023/2025



**Prepared by:  
Mass Culture's Operations Working Group**

# WHY WE CREATED A STRATEGIC PLAN

- To provide clarity to Mass Culture's Network on ongoing and future projects, and key points of engagement
- To conduct effective organizational and programming evaluation to support the health of Mass Culture
- To shape and share Mass Culture's story with the Network and the broader public

**MASS**  culture **MOBILISATION**  culturelle



# EXECUTIVE SUMMARY

Mass Culture is an arts support organization that is dedicated to harnessing the power of research to learn and generate new insights, enabling the arts community to be strategic, focused, and adaptive. We work to empower the arts community through the development of essential infrastructure (networks, tools, and research capabilities) within the arts sector while working collaboratively and striving for sustainable growth.

This strategic plan outlines the direction and objectives for the organization over the next year and a half, focusing on stabilizing Mass Culture's organizational structure in the arts community, building capacity for arts research, and strengthening community engagement.

## Important Links

**[Mass Culture's Vision, Purpose, Mission, Brief History](#)**

**[2021/23 Strategic Plan](#)**

**[Current Activities](#)**



# GOALS AND OBJECTIVES

**Goal 1:** Build the arts and culture community's capacity for research by providing reliable resources, training, infrastructure, and the support necessary for meaningful and impactful research to occur.

- **Objective 1:** Provide a sector-wide tool consisting of verifiable data (the Arts Data Platform) and high-level training on data utilization by March 2024, both through the DNA project.
- **Objective 2:** Deepen and expand the practice of qualitative impact reporting through the mobilization, testing and the sharing of use case studies of the Research in Residence's three arts impact frameworks by May 2024.
- **Objective 3:** Coordinate and engage in four research initiatives (See Community Research Projects in Operations Management System) over the next 18 months with the goal of nurturing a collaborative community of researchers in the arts and effectively leveraging the insights gained, including both the processes and findings, to benefit the arts sector.
- **Objective 4:** Maintain and expand Artifex over the next 18 months by growing the platform and actively sharing resources.
- **Objective 5:** Produce an ethics guide that outlines key ethical concerns and provides practical guidelines for addressing them within research projects. Ensure that the guide covers a minimum of five distinct ethical issues, supported by work that Mass Culture is directly involved in.



- **Objective 6:** Maintain, create and share a suite of practical research tools, including evaluation frameworks and data strategies, to support arts practitioners.

**Goal 2:** Within the arts and among allies, enhance strategies to cultivate meaningful connections and collaborative efforts in engaging with research.

- **Objective 1:** Advance an ongoing process to channel the unique knowledge, experience, and strengths of Mass Culture's Working Groups to better inform the organization's initiatives toward well-informed strategies and quality outcomes.
- **Objective 2:** Organize events and workshops that facilitate networking and research- and data-related skill-building as part of Mass Culture's 2023-2025 core projects and partnerships.
- **Objective 3:** Amplify a variety of research perspectives within the arts sector through the creation of a series of five to eight new MC Minds, which may include blogs, videos, and/or other multimedia formats, by March 2025.

**Goal 3:** Ground Mass Culture's operations and organizational structure to ensure resiliency, longevity, and impact in the arts community.

- **Objective 1:** Revamp the website's design for improved user interface and navigation by September 2023.
- **Objective 2:** Develop and implement a new leadership model by April 2024.



- **Objective 3:** Maintain and develop and strategic partnerships with funders, academics, researchers, and arts organizations that enhance Mass Culture’s mandate and current activities.
- **Objective 4:** Optimize and strengthen Mass Culture’s network by securing funding to invest time and human resources into collaboration, data sharing, and resource utilization, based on reciprocity, by March 2025.

## Goal Implementation Strategies

- **Content Strategy and Accessible Knowledge Sharing:** Curate a diverse array of content including blogs, recorded workshops, and resources such as TRAIN sharebacks on Mass Culture’s website and social media platforms in ways that highlight Mass Culture’s strategic goals. In producing these resources, Mass Culture’s objective is to ensure past, existing and upcoming research projects can be better understood by arts workers and practitioners.
- **Technology Enhancement:** Invest in website development to ensure smooth navigation, accessibility, and responsive design for public-facing communication. Invest in software and technology for internal use (eg. CRM, project management, etc) to create efficiencies, adaptive workflows, and ensure organizational knowledge and processes are documented.
- **Collaborative Initiatives:** Forge partnerships with artists, arts organizations, academia, and funders to increase Mass Culture’s reach and impact.



- **Community Building:** Launch a series of engagement strategies to provide a community of practice on accessible knowledge sharing and data utilization.
- **Marketing and Outreach:** Utilize social media, email newsletters, and collaborations to expand Mass Culture’s network and deepen relationships.
- **Data Analysis:** Implement evaluation frameworks to gather insights on Mass Culture’s outputs.
- **Adaptive Strategy:** Shift methods based on changing social and financial circumstances and promoting informed decision-making.

## RESOURCE ALLOCATION

- Allocate funding to an “innovation fund” to test a new leadership model that aligns with Mass Culture’s current objectives, values, and national network building strategies.
- Allocate funding and staff time for website development.
- Dedicate staff to manage content curation, partnerships, and community engagement
- Dedicate Working Group members to support organizational strategic thinking (including ideating around a new leadership model), advisement on engagement practices, external communications, and the evaluation of activities



- Dedicate staff time to further develop and fundraise for the DNA project, the Research in Residence initiative, and other emerging projects.

## MONITORING AND EVALUATION

- Develop and implement evaluation frameworks for each initiative to assess the effectiveness of strategies and adjust approaches as needed. Findings will be shared publicly.
- Regularly review website and newsletter analytics to measure user engagement, bounce rates, and content performance.
- Conduct surveys and sensemaking sessions to assess activities and suggestions for improvements.
- Track the growth of Mass Culture's network engagement and partnerships.





# TIMELINE

- September 2023 to February 2024: Focus on website redesign and monitoring, expand funding resources and strategic partnerships, implement DNA project, proceed with Research in Residence's knowledge mobilization activities.
- March 2024 to August 2024: Implement and document Mass Culture's new leadership model, revise and update Mass Culture's Handbook of Policies and Procedures, grow and maintain core initiatives and strategic partnerships.
- September 2024 to March 2025: Refine strategies based on monitoring and evaluation, and continue community engagement efforts.

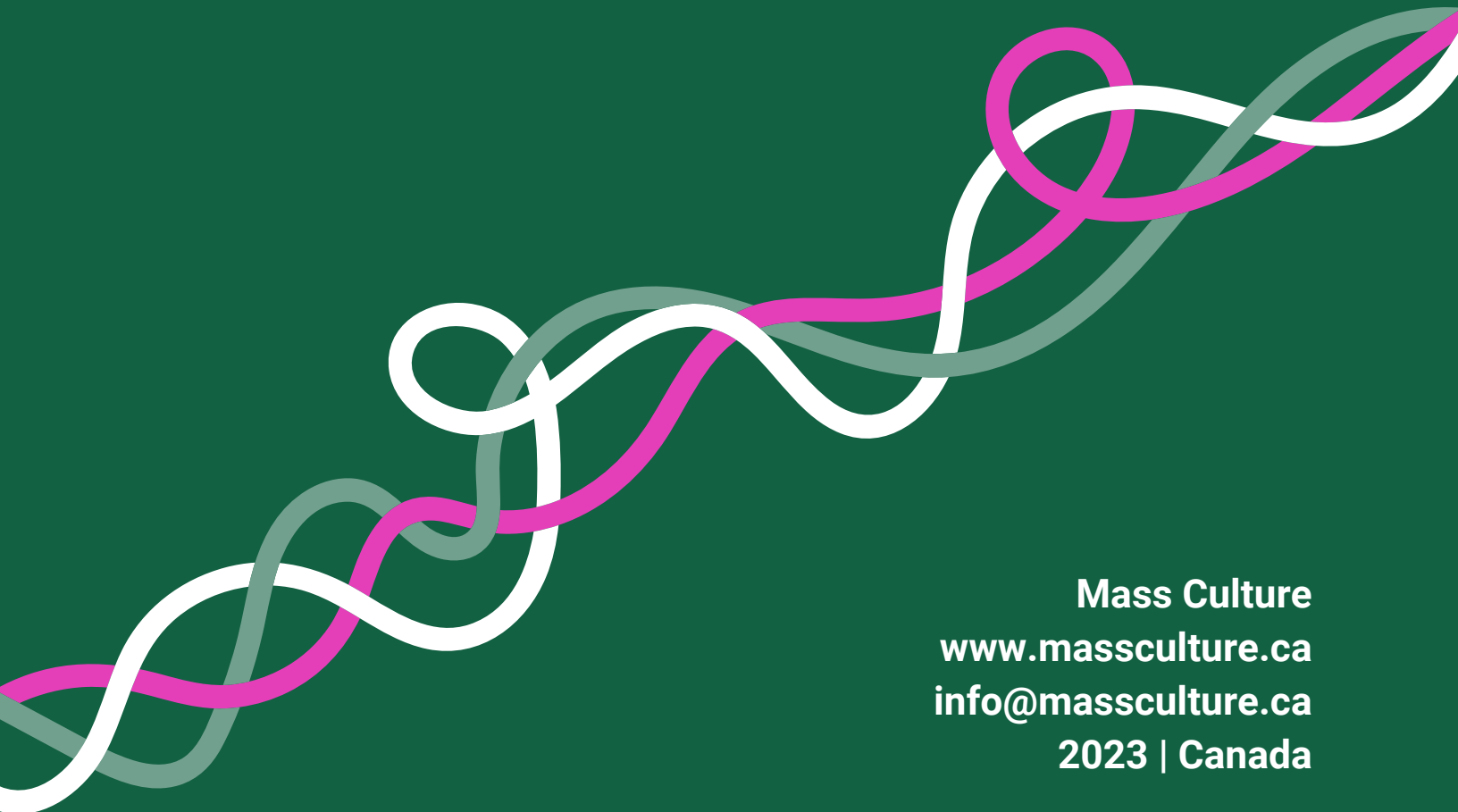


# CONCLUSION

This strategic plan aims to position Mass Culture as a dynamic and sustainable organization for arts and culture, dedicated to supporting greater capacity for research to occur within the sector. Mass Culture can play a pivotal role in building capacity for research in the arts as it takes a holistic approach that involves collaboration among researchers, artists, arts organizations, academic institutions, and funders to ensure a vibrant and sustainable ecosystem. By continuously evolving the organization's features, content, outreach, and processes, Mass Culture maintains its adaptability to support an arts and culture environment that is presently undergoing a period of transformation.



**Harnessing the power of research and knowledge to learn and generate new insights, enabling the arts community to be strategic, focused and adaptive.**



**Mass Culture**  
**[www.massculture.ca](http://www.massculture.ca)**  
**[info@massculture.ca](mailto:info@massculture.ca)**  
**2023 | Canada**