



CMCARTS
CARIBBEAN MUSEUM CENTER FOR THE ARTS



STRATEGY

STRATEGIC PLAN 2021-2023

FORWARD

The Caribbean Museum Center for the Arts, CMCArts, was founded by Candia Atwater in 1994 as a means of addressing the increase in violence afflicting the youth of St. Croix, U.S Virgin Islands. Her goal was to provide and teach alternative forms of positive expression through art. Since 2003, CMCArts' programming has been housed in a beautiful, historic building on Strand Street in Frederiksted, St. Croix.

The museum that has grown from that early vision has evolved to be a significant learning resource and creative incubator in our community. We are continuing to challenge ourselves to make everything we do a learning opportunity for everyone by fostering transformative experiences and nurturing fluency in the Caribbean visual arts and cultural heritage.

This 2021-2023 Strategic Plan marks the beginning of a new era for CMCArts as we set forward on a trajectory to act as a cultural gateway and point of connection to all of the Caribbean.

In keeping with our founder's vision, this strategic plan builds on that vision to be innovative and to deepen our contributions to preserving and promoting the cultural heritage as well as contemporary experiences of the Caribbean diaspora. We are excited to share this strategic plan and hope that it will inspire you to help us fulfill our mission to inspire and promote the Caribbean's rich cultural heritage.

Thank you.

GOALS

01 POWER THROUGH PEOPLE

Staff and volunteers reflect the diversity of the community

02 ENHANCE THE BOARD

Board membership reflects the diversity of the community

03 FINANCIAL STABILITY

Comprehensive financial plans for growth

04 EXPAND & ENGAGE

Comprehensive educational programming for local and international audiences

05 PREMIER ART VENUE

CMCA to become a premier cultural venue and leader in the arts in the Caribbean



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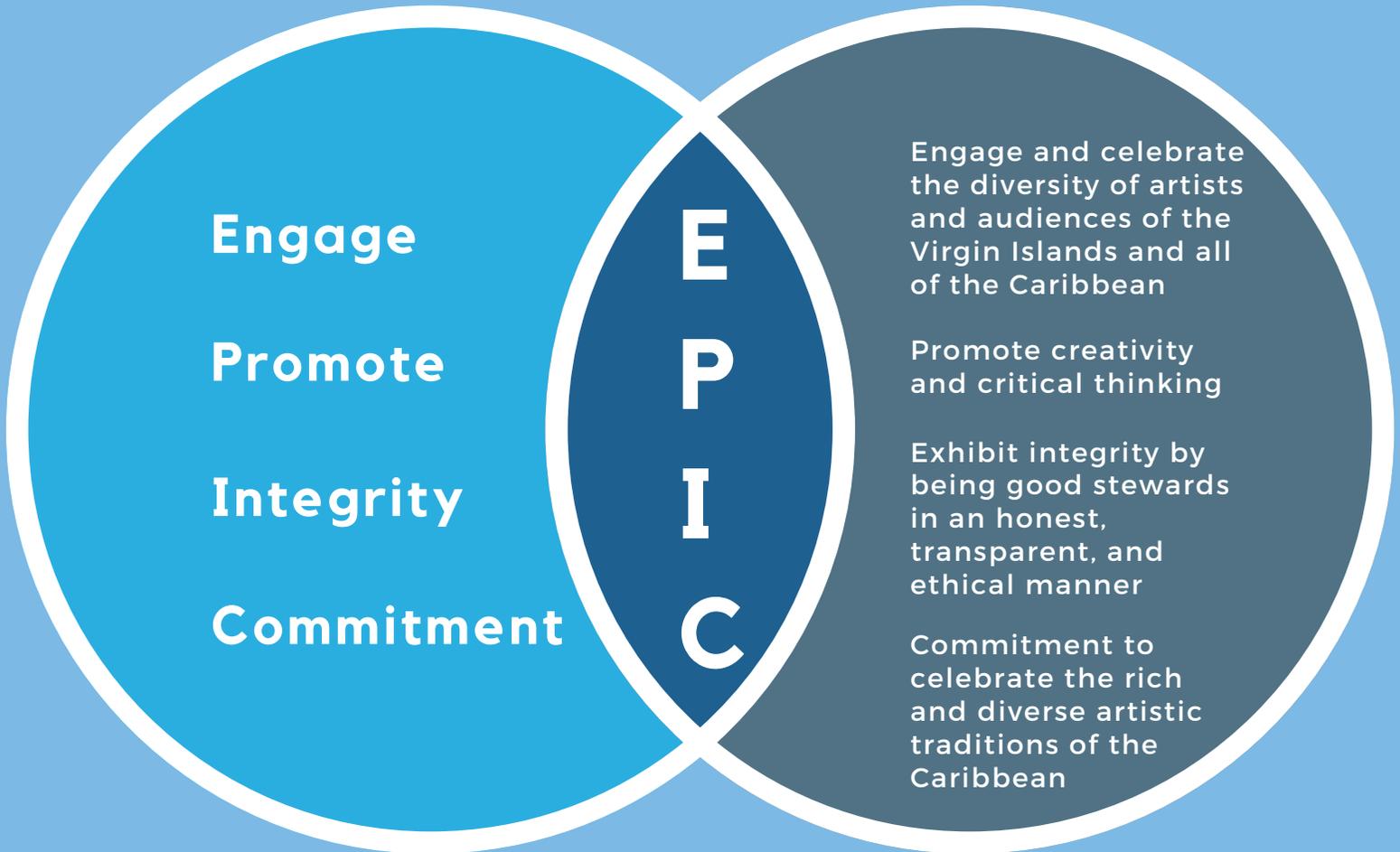
VISION

THE CARIBBEAN MUSEUM CENTER FOR THE ARTS WILL BE THE PREMIER CENTER FOR INSPIRING AND CELEBRATING THE RICH CULTURAL HERITAGE OF THE CARIBBEAN

MISSION

THE CARIBBEAN MUSEUM CENTER FOR THE ARTS INSPIRES AND PROMOTES THE CARIBBEAN'S RICH CULTURAL AND ARTISTIC HERITAGE THROUGH ENGAGING THE DIVERSE COMMUNITIES OF THE CARIBBEAN

VALUES





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GOAL 1

POWER THROUGH PEOPLE

Staff and volunteers reflect the diversity of the community

TRANSITION TO A PROFESSIONAL STAFF-LED MUSEUM

The museum has always had big ideas. To execute these ideas will require the continued engagement of volunteers as board members, docents, and other support roles. But to ensure stability and growth, the museum will need to hire professional staff.

Volunteers will continue to be essential to the day-to-day functioning of CMCArts both during this transition period and ongoing. Our goal is to normalize community volunteerism in the following categories:

- Docents for exhibition tours and receptions
- Administrative and archival support
- Facilities: light landscaping, electric, plumbing, painting, general contractor repairs
- Outreach

HUMAN RESOURCES TIMELINE



GOAL 2

ENHANCE THE BOARD

Board membership reflects the diversity of the community

ENHANCING THE BOARD & ITS PERFORMANCE

As the museum transitions to a staffed organization, the activities of the board will also shift from day-to-day roles to a focus on oversight, community engagement and development.

The board development committee will update the commitment letter, board handbook, and develop a letter of interest/board packet for future board members.

The Board of Directors will participate in Catchafire's Board Assessment program that will provide an analysis of the Board of Directors' governance practices, stewardship, membership, revenue generation and executive management.

Develop a pipeline of potential board members by engaging interest with special invitations to openings and events.

**IMPLEMENTATION
DUE DATE:
OCTOBER 2021**

GOAL 3

ENSURE THE FINANCIAL STABILITY OF CMCARTS

FINANCIAL STABILITY

Comprehensive financial plans for growth

The impact of enriched human resources and Board enhancement will pave the way for financial growth with the ultimate goal of securing financial stability.

Grow the budget to increase fiscal sustainability by:

-  Increasing membership contributions by 10% in year 1, 15% in year 2 and 20% in year 3.
-  Revise membership categories to bolster added value for both CMCArts and members.
-  Add sustaining memberships to create affordability of higher level memberships
-  Increase existing contribution streams: individual, corporate, foundation, government and philanthropic organizations through local VIP fundraising events and reintroduction of an annual gala.
-  Diversify and increase earned income streams.
-  Require the Director/Development Officer to increase financial capacity by 10-20% on an annual basis.

- Complete an independent statutory audit for fiscal year 2019 and commit to annual audits for the foreseeable future resulting in increased grant opportunities and fiscal transparency.
- Build a cash reserve equivalent to six-months of CMCArts' operating expenses and increase by at least 25% each year.
- Conduct a risk analysis of CMCArts' assets.
- Reassess financial policies.
- Create and implement a fundraising plan.
- Purchase the building at 10 Strand Street in Frederiksted

GOAL 4

EXPAND & ENGAGE

Comprehensive educational programming for local and international audiences

ENGAGE ALL COMMUNITIES & STAKEHOLDERS ON ST. CROIX IN THE REPRESENTATION, EDUCATION AND CELEBRATION OF CARIBBEAN ART. EXPAND OUR REACH AND REPUTATION TO ALL OF THE CARIBBEAN & BEYOND

Over the next three years CMCArts will focus educational programs on engaging young people and the institutions and people connected to the museum (schools, families, and educators). We have learned through past programming that once we break down the museum barriers with school-age children, that local older audiences also see the museum as a community asset.

CMCArts will engage artists and scholars that reflect the Caribbean's diverse population and rich cultural heritage to build comprehensive educational programming for the benefit of our local and international audiences. It is important for CMCArts to be a local place intertwined and inseparable from local realities and issues.

- Utilize the Coordinator of Educational Learning and Engagement to engage with all K-12 schools by developing strong relationships and curricular connections.
- Organize school visits to the Museum as well as bringing art programs to the schools.
- Provide youth and adult programming (outside of the school setting), including art classes, apprenticeships, and internships.
- Create and execute youth after school and summer programming.
- Create and execute adult programming throughout the year.



**THERE ARE
MANY
WAYS OF SEEING
A CULTURE**



GOAL 5

PREMIER ART VENUE

CMCarts to become a premier cultural venue and leader in the arts in the Caribbean

2021

1. TAKE THE AMERICAN ALLIANCE OF MUSEUMS PLEDGE OF EXCELLENCE

2022

2. ENGAGE IN THE ALLIANCE OF MUSEUMS PEER REVIEW

2022

3. BEGIN THE PROCESS FOR ACCREDITATION THROUGH THE AMERICAN ALLIANCE OF MUSEUMS

2023

4. ACHIEVE ACCREDITATION

ESTABLISH CMCARTS AS A PREMIERE CULTURAL VENUE, ARTS EXHIBITION SPACE, ISLAND MUSEUM AND LEADER IN ARTS EDUCATION IN THE CARIBBEAN

CMCarts will be the premier center for inspiring and celebrating the rich cultural heritage of the Caribbean. Through the Museum's leadership, exhibitions and programs, the art and artists of the Caribbean will be recognized globally for their quality, diversity, and power to tell the stories of the people and histories of the Caribbean.

STRENGTHEN CMCARTS' CORE COLLECTION BY ARTIST AND GENRE TO BE REFLECTIVE OF THE COMMUNITY WE SERVE WITH A FOCUS ON ART MADE IN THE CARIBBEAN AND ART MADE OF ARTISTS OF IMMEDIATE CARIBBEAN DESCENT

BOARD MEMBERS AND STAFF WILL ACTIVELY PURSUE GIFTS OF ART AND FINANCIAL DONATIONS TO PURCHASE ART FOR THE COLLECTION.

EXPAND THE USE OF THE COLLECTION IN EXHIBITIONS

MAINTAIN THE COLLECTIONS ACCESSIBILITY ONLINE

PARTNER WITH ORGANIZATIONS ON OTHER CARIBBEAN ISLANDS TO BRING IMPORTANT AND IMPACTFUL EXHIBITIONS TO CMCARTS





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