



Writers 'Guild of Alberta (WGA) 2020-2024 Strategic Plan

A. Vision

A thriving writing community that is diverse, valued, and celebrated.

B. Mission

We support and advocate for all writers and provide opportunities to grow and connect while enriching Alberta's culture and economy.

C. Values

We believe that:

1. The literary arts are essential to the well-being of all individuals, communities and the economy of Alberta;
2. Working in partnership with other organizations contributes to the quality of life in Alberta;
3. Networking and collaboration are beneficial to innovation and the creative process;
4. A safe and welcoming environment is essential for writers to pursue their craft;
5. Knowledge and ongoing development are fundamental to creative growth.

D. Strategic Directions

Governance Establish effective and efficient leadership through clarity and consistency in policy, procedures, communication, and succession planning.

Finance Investigate alternative funding opportunities that result in diversified resources and sustainable budgets.

Advocacy Create powerful connections that build authentic relationships with members, non-members, staff, stakeholders, and funders who will advocate and support WGA's mandate.

Membership Increase number of new and renewing WGA members resulting in growth of demographic diversity such as age, gender identification, place, ethnicity, skills, and income.

E. Expected Results for 2024

- Successful Board that achieves its goals and objectives
- Access to sustainable funding with reduced reliance on grants
- Improved profile that results in public recognition and increased partnerships
- Increases to overall membership, rural membership, and digital literacy opportunities for all

F. Goals & Objectives

Strategic Direction 1: Governance	
<p>Goal 1.0 Effective and efficient Board leadership</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Board improvement program with regular performance review in place and in use by April 2020 with the first review taking place in May 2020. 2. Conduct governance manual and policy review every four years with updates beginning in February 2020. 3. Succession plan for Executive Director completed by March 2020, and for board members review and approval by April 2020. 4. Board professional development to occur annually and reflected in the budget.
Strategic Direction 2: Fund Development	
<p>Goal 2.0 Diversified and sustainable funding</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Review current revenue and expense budgets annually by February, and identify new funding requirements by March, starting in 2020 2. Funding plan with budgets, timelines and targets completed on an annual basis and presented in April. 3. Sponsorship plan completed by April 2020 and enacted on May 2020. 4. Board expertise identified by March 2020 and mentorship/training program beginning in 2020.
Strategic Direction 3: Advocacy	
<p>Goal 3.0 Powerful connections and authentic relationships</p>	<p>Objectives</p> <ol style="list-style-type: none"> 1. Advocacy plan with Board expectations and core key messaging completed by May 2020 and enacted on June 2020. 2. Calculate Social Return on Investment of WGA by May 2020. 3. Annual partnership recognition plan in place by March 2020.

Strategic Direction 4: Membership	
Goal 4.0 Increased membership by 10% to 1200 writers	Objectives <ol style="list-style-type: none">1. Expand overall geographical reach by April 30, 2024.2. Increased rural membership by April 30, 2024.3. Promote membership diversity.4. Identify membership’s needs on an annual basis.
Strategic Direction 5: Operations	
Goal 5.0 The organization is valued and engaged	Objectives <ol style="list-style-type: none">1. Professional development for organizational positions in the 2021 budget.2. Measure digital readiness and identify digital gaps and possibilities by February 2021.3. Identify partnerships for each year of the strategic plan.4. Increase prominence and be recognized as a dynamic and relevant organization.

The WGA 2020-2024 Strategic Plan is a living document and changes may be made to fully realize the Vision, Mission, Values and Goals of WGA.