

Forest City Gallery - Strategic Plan - 2021-2024

Strategic Theme	Strategic Priority	Performance Measure	Results / Outcome Statements	Timeline
Resource Development	Actively research, identify, and apply for project grants while maintaining and increasing capacity through existing grant funders.	Maintain or increase operational grant funding with at least one (1) project grant submitted annually.	Funding and revenue levels allow for FCG to have an adequate number of staff as well as a viable and appropriate venue to sustain core human resources, such as volunteer and internship programs.	1, 2, 3
	Increase partnerships with other organizations.	Increase in the number of meaningful community partnerships, support, and promotion of FCG.		2, 3
	Diversifying funding to include major corporate gifts and individual giving	Increase in \$ amount of grant funding, while increasing the amount of non-traditional grant revenue and fundraising initiatives.		1, 2, 3
	Increase and maintain volunteer base while ensuring recognition	Develop a volunteer orientation package with well-defined roles and expectations and maintain meaningful connections while ensuring recognition.		1, 2, 3
Membership	Maintain existing membership base of 200.	Increase membership numbers by 10% annually.	Satisfied membership means an increase in visibility for contemporary art and artists, expanded gallery awareness in the community, and a positive experience with FCG.	1, 2, 3
	Maintain and promote membership benefits.	Maintain 60% of the same members year to year with the development of a Membership Committee.		1, 2, 3
	Maintain value and build investment with membership base.	Provide members with an artist multiple, FCG merch item, and membership card annually.		1, 2, 3
Venue	Continually consider new commercial rental locations.	Continue the discussion surrounding the ideal gallery space.	The main Gallery space remains safe and accessible while meeting the spatial requirements of the	1, 2

	Exploring off-site and alternative venues for public programming.	Activate one (1) public space with FCG branding and partnerships annually.	Board and Director. Acknowledgement that off-site programming is necessary to keep FCG relevant to its community.	2, 3
	General repairs and upkeep.	Gallery is maintained.		1, 2, 3
Programming	Aim to fill in programming gaps through ad hoc events.	Program relevant events to exhibitions with a focus on local underserved communities.	Programming reflects the communities and interests of London and its region while showcasing contemporary artistic practices with a focus on emerging artists. FCG increases participation for community and encourages conversations, reviews, and promotions with multiple media sources.	1, 2, 3
	Maintain/review the current structure for the programming committee jury with a 3 year moratorium on jury members.	Jury structure is reviewed/maintained.		2
	Build and maintain a traditional and new media strategy for promotion of Gallery programming.	Engage local and regional audiences through traditional and new media platforms and grow digital presence.		1, 2
	Commission and distribute publications for exhibitions; solicit reviews for programming events	Broaden the reach of FCG programming via various professional print or online publications.		1, 2, 3
	FCG commits to making the space accessible to not-for-profits, free of charge, when able.	Continue hosting community events.		1, 2, 3
	Increase site-specific / off-site programming.	Additional programming locations and events outside of the gallery walls that meet the community where they are		2, 3
Governance and Staff	Identify and document Board Retention and Succession Plan	Board succession plans implemented.	FCG's Board represents London's artistic community. Board orientation packages/processes are implemented yearly to ensure retention, succession, and the Strategic Action Plan is met. Focus on human resources and support strategies for Director,	1
	Annually develop a Board Action Plan that supports the strategic plan.	Board action plan implemented yearly.		1, 2, 3
	Continue yearly Board Self Evaluations.	Board Self Evaluations are completed on an annual basis with an annual		1, 2, 3

		meeting with the President/VP.	volunteers, and interns.	
	Diversify artistic practice within the Board of Directors to represent the London Community while maintaining a majority of visual artists.	London's artistic community is represented on the Board of Directors of FCG.		1, 2, 3
	Strengthen Board orientation process to ensure role transparency and succession.	Orientation occurs yearly following AGM.		1
	Increased focus on Human Resources.	Competitive wages and hours for the Director while supplementing with annual honorariums as budget allows.		2, 3
Equity, Diversity and Inclusion	Implement an Equity, Diversity, and Inclusion task force and/or annual audit.	Seek community feedback on ensuring EDI is represented in FCG programming.	FCG actively reflects on and improves its programming and initiatives to provide support for all communities and practicing artists in the London region.	1
	Commit to provide professional artistic and cultural opportunities to artists that identify under the Ontario Arts Council priority groups.	Annually review the past year of programming with the Board of Directors and EDI task force to reflect and goal set for next year of programming.		1, 2, 3

Resources Development

Actively research, identify, and apply for project grants while maintaining and increasing capacity through existing grant funders

- Maintain the grant writing committee - President/VP
- Responsibility of Director to research project grants and alternative sources of funding for new programming initiatives - Gallery Director
- Responsibility of the grant writing committee and Director to write and submit grants - Gallery Director, President
- "Thank-you" and acknowledgement of funders at openings as well as online. Ensuring we thank artists and mention workshops/upcoming events - Gallery Director, President
- Maintain ongoing dialogue with funding bodies and provide updates when necessary - Gallery Director

- Keep in touch with our funders by mailing out publications, cards, e-newsletters - Gallery Director

Increase partnerships with other organizations

- Inviting other organizations and members to FCG events - Gallery Director and Board
- Promotional material swap with other institutions for advertisement of programming - Gallery Director
- Providing the use of Forest City Gallery to like-minded organizations and not-for-profits when able - Gallery Director

Diversifying funding to include major corporate gifts and individual giving

- Promote the “Sponsor” package to individuals and organizations - Gallery Director, President, Fundraising
- “Thank-you” and acknowledgement of donors at openings, in publications, and online - Gallery Director, President
- Build out fundraising strategy and events as needed to support programming initiatives and Gallery operations - Gallery Director, Fundraising

Increase and maintain volunteer base while ensuring recognition

- Define the areas of opportunities for volunteers - Gallery Director, Volunteer Coordinator
- Define roles and responsibilities and provide orientation package for all volunteers - Gallery Director, Volunteer Coordinator
- Maintain active communication with Volunteer base - Volunteer Coordinator
- Plan one (1) annual appreciation event or initiative for volunteers - Volunteer Coordinator

Membership

Maintain existing membership base of 200 / Maintain and promote membership benefits / Maintain value and build investment with membership base

- Membership promotions push in advance of Member Show and Sale through e-mail newsletter and social media call - Gallery Director, Media Chair
- Leverage holidays and events to promote Membership benefits (e.g., gift ideas) - Gallery Director, Media Chair
- Ensure annual Membership benefits are received by individual members - Gallery Director

Venue

Continually consider new commercial rental locations.

- Institute committee for search and development of new rental locations and resources that may be required to do so.

Exploring off-site and alternative venues for public programming

- Research and develop partnerships with public spaces and other organizations to activate FCG programming in alternative spaces - Gallery Director, Programming

General repairs and upkeep

- Better engagement with rental property owners to negotiate space upgrades and upkeep.

Programming

Aim to fill in programming gaps through ad hoc events

- Maintain Hear Here committee, EDI task force/audit, and Fundraising committee to support ad hoc events - Gallery Director, Hear Here Chair, Programming Chair, Fundraising Chair

Maintain/review the current structure for the programming committee jury with a 3 year moratorium on jury members

- Continued focus on jury diversity - Programming Chair
- Send out all submissions in PDF document to jurors prior to Programming Meeting and collect Yes, Maybe, and No to speed up process - Gallery Director, Programming Chair

Build and maintain a traditional and new media strategy for promotion of Gallery programming

- Maintain social media sites and website - Gallery Director, Media Chair
- Develop press releases and send out to appropriate organizations - Gallery Director, Programming Chair
- Implement and maintain style guide and documented social strategy - Media Chair
- Maintenance of an “Updates” area on website - Gallery Director, President

Commission and distribute publications for exhibitions; solicit reviews for programming events

- Informal invites to write for reviews in relevant publications - Gallery Director
- Budgetary allocation for writer’s fess and production of exhibitions texts - Gallery Director, Treasurer, Vice Treasurer
- Partnership in catalogue exchange with McIntosh Gallery - Gallery Director

Increase site-specific / off-site programming

- Research off-site programming opportunities and build community connections - Gallery Director, Programming Chair

Governance and Staff

Identify and document Board Retention and Succession Plan

- Recruitment of specific roles to support Board succession - President
- Board members will actively coach those in line to take over their position - Board

Annually develop a Board Action Plan that supports the strategic plan

- Goal set in October, define plan in November, Board Self Evaluation in February/March, touch point and overview of year in June and July

Diversify artistic practice within the Board of Directors to represent the London Community while maintaining a majority of visual artists

- Public call for open Board Member positions annually - President

Strengthen Board orientation process to ensure role transparency and succession

- Create orientation package to be shared and discussed at October Board meeting annually - President
- Update Board roles as required for shifting needs in Gallery operations - Board

Increased focus on Human Resources

- Increased emphasis on allocating funds to ensure competitive wages/hours for staff to ensure staff retention - Executive Committee
- Annual provision of honorariums in lieu of benefits - Executive Committee

Equity, Diversity, and Inclusion

Implement an Equity, Diversity, and Inclusion task force and/or annual audit

- Public call for annual task force members - President
- Implement annual report for dissemination of findings and community feedback - President

Commit to provide professional artistic and cultural opportunities to artists that identify under the Ontario Arts Council priority groups.

- Use feedback and report from EDI Taskforce to fill gaps in programming - Gallery Director, Programming Chair
- Seek out partnerships with organizations who function in or support marginalized communities - Gallery Director, President