

**To: Mayor & Members of City Council**

**From: Woodstock Art Gallery Advisory Board**

**Re: Reprioritization of the Woodstock Art Gallery’s 5-Year Strategic Plan (2021-2026)**

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**AIM:**

To provide information and update Council on the reprioritization of the Woodstock Art Gallery’s (WAG) 5 -Year Strategic Plan (2021-2026).

**BACKGROUND:**

As per Section 32.3.4 of Municipal Code Chapter 0032, the Woodstock Art Gallery Advisory Board “shall prepare a Strategic/ Business Plan which shall set out the long-range strategic direction of the Board.” In 2021, the Woodstock Art Gallery undertook its second strategic planning effort that generated a plan to guide the organization’s direction and decisions through to 2026. This plan has proved to be an important tool for fundraising through grant applications and foundation requests. In addition, a matrix is used for tracking against the Strategic Plan and is part of the Advisory Board’s meeting agendas three times a year.

The WAG has persevered and progressed with this current plan but has also recognized internal and external shifts since the plan’s development and launch. Committed as it is to keeping the WAG ready and relevant in fulfilling its mandate, the WAG’s Advisory Board initiated a review of the WAG's strategic foci to ensure they reflect the current and forecasted landscape of the plan’s final stretch. This process included a community consultation survey with approximately 50 key stakeholders along with a dedicated Board workshop led by consultant Catherine Motz.

**COMMENTS:**

Below is the reprioritization of the Woodstock Art Gallery’s current 5-Year Strategic Plan with updates highlighted in green.

**Strategic Initiatives** — *the bridges to connect the Mission and Vision, i.e. how WAG commits to living its Mission while achieving its Vision through to the end of 2026.*

**1.0 Equity, Diversity and Inclusion \*HIGH PRIORITY**

1.1 Prioritize and deepen the long-term commitment to equity, diversity and inclusivity through all operations, to proactively and respectfully engage a wider array of partners, audiences, Board members, volunteers and program participants;

1.1.1 Cultivate and promote WAG as a “community” space for bringing together diverse groups; and

1.1.2 Develop more programming reflecting and reaching the City's growing and diverse demographics.

1.2 Increase the representation of women, IBPOC and 2SLGBTQIA+ artists, and Woodstock’s evolving ethnic landscape in exhibitions, education and collecting programs.

**2.0 Capacity Building (space and resources, human, time, and money) \*HIGH PRIORITY**

2.1 Preserve the organization’s change- nimbleness through staff and Advisory Board training, recruitment, and succession planning that is proactive towards emerging trends and opportunities;

2.1.1 Prioritize operational development and growth to shoulder the accomplishment of the strategic plan; and

2.1.2. Develop an ambassadors-program to promote WAG, grow membership in WAG, and attract volunteers as additional human resources.

2.2 Grow programming, partnerships, and revenue generation opportunities by activating the development of the fourth floor.

### 3.0 Digital Drivers

3.1 Imbed digital dimension(s) into exhibition/ education/collection experiences to balance and work in tandem with physical in-person programming.

3.2 Acquire technology/tools and training to support operational efficiencies and data-driven decision making.

3.3. Grow digital communications (marketing, advertising, public relations) to drive engagement and increase accessibility and fundraising;

3.3.1 Evaluate their value at regular intervals; and

3.3.2 Leverage them with existing/additional communication tools, e.g. when re-conceiving the value exchange of membership in WAG.

### 4.0 Public Engagement \*HIGH PRIORITY

4.1 Reinforce and grow the WAG's public profile through...

4.1.1. consistent and frequent expression of its identity (e.g., leveraging the launch of the new logo to grow the public's familiarity with it), its values, and community benefits/contributions;

4.1.2 Targeting engagement of the community's champions of the arts; and

4.1.3. Sharing more publicly about WAG's successes and achievements.

4.2 Sustain valued partnerships and pursue others that share WAG's values and recognize the benefits of mutual investment and return.

4.3 Re-conceive the WAG membership program and its value exchange.

4.3.1 Grow membership in WAG.

4.4 Proactively connect with local community leaders and influencers to grow WAG's goodwill and reach in the community.

4.4.1 Develop an ambassadors-program to empower already-recognized community leaders to connect on WAG's behalf with specific sectors.

### 5.0 Fiscal Responsibility

5.1 Attract and secure a mix of long-term funding streams (corporate, private, public, and self-generated).

5.1.1 Target and pursue operational funding via private/family foundations for which WAG's case for support may better resonate;

5.2 Strengthen WAG's resilience – business continuity and sustainability – through proactive risk mitigation and management.

This process has also provided three ancillary benefits:

- collaboration - in anticipating and planning for WAG's continued success;
- clarity, consensus, confidence - about WAG's future direction and priorities; and
- commitment - to an updated strategic plan.

By doing so, the WAG aims to head confidently towards its 60th anniversary in 2026.

The Gallery's Advisory Board would like to extend thanks to all the contributors for their feedback and insights as well as to consultant Catherine Motz for their hard work and efforts in this refresh of the WAG's 5 -Year Strategic Plan (2021-2026).

**RECOMMENDATION:**

That Woodstock's City Council accepts this report and presentation regarding the Woodstock Art Gallery's 5-Year Strategic Plan (2021–2026) reprioritization as information.

*Authored by: Mary Reid, MA, MBA, Director/Curator*

*Approved by: Woodstock Art Gallery Advisory Board*