



**STRATEGIC PLANNING
for 2023-2026**

Approved by the Board on 25th of May 2023



MISSION

The Canadian Clay & Glass Gallery is an award-winning national institution based in Waterloo Region celebrating the art and craft of clay, glass, and enamel. In an inclusive community space and cultural hub, we engage artists and the public through exhibitions and collaborate in accessible education programming. We amplify diverse and often untold stories to open dialogue and inspire social change.

VISION

The Canadian Clay & Glass Gallery will continue to evolve in its creation of impactful experiences using the transformative power of art through collaboration, connection, and recognition locally, nationally, and internationally to enrich the vibrancy of art and its role in our communities.

The strategic plan was made possible thanks to a Resilience Grant from:



Engagement

- Strengthen membership engagement — always ready to articulate the value of being a member, and reliably delivering that value via members-only events and workshops, more user-friendly tech/digital connections and experiences, etc.
- Identify, assess and re-prioritize existing initiatives and techniques that most directly serve achievement of the Vision
- Demonstrate more actively CCGG's Values in every action and interaction

Fiscal Sustainability

- Diversify funding sources
- Strengthen and stabilize government support from the Region and the Cities
- Grow the support from current organizational/corporate funders
- Attract sponsorships for educational programming
- Expand grant-writing capabilities
- Grow the Shop's revenue
- Anchor CCGG as the supplier of corporate awards and/or lender of office decor pieces
- Dedicate resources and role-responsibilities to donor development and appreciation
- Target the younger demographic when growing the membership

Human Resources

- Assess current HR capacity against the strategic priorities and their eventual action plans, and address essential gaps
- Create a full-time, paid position as CCGG's front-line "ambassador" welcoming all visitors, coordinating volunteers, and leading the docent program
- Develop succession plans for all key roles
- Increase artist, instructor, and residency wages to ensure CCGG is a "living-wage" employer
- Increase and diversify the volunteer base to fill gaps for which there is not enough staff capacity or resources to grow it

Image/Value

- More effectively communicate to all audiences CCGG's value and relevance
- Grow awareness of CCGG's brand, i.e. its uniqueness and diverse scope, especially via digital and social media
- Rebrand as "The Clay & Glass Gallery of Canada" so as not be confined to whatever "Canadian" might mean or fail to welcome and to raise both the fact and future of the gallery's reach to and engagement of non-Canadians
- Pursue greater national promotion and profile
- Improve branding on and around the building
- Buy/borrow pieces intentionally aligned with the updated strategic plan

Linkages/Partnerships

- Create an inventory of current collaborations, and assess their alignment with the updated Vision and continuing value
- Segment, target and pursue mutual benefits with potential partners
- Design an "attraction" profile highlighting why CCGG would be a valuable partner
- Network more actively with other galleries about tours, exhibitions and cross-promotions
- Raise awareness and the featuring of CCGG as a tourism destination
- Grow CCGG's relationship with the City of Waterloo

Site & Building

- Improved visibility and attractiveness of signage
- Reflect the CCGG's identity and excitement externally — animate the outside space(s)
- Reimagine the strategic uses of the inside spaces
- Ensure accessibility — mobility, visual, hearing, etc.
- Optimize the visitor experience beginning with ease of navigation and access to and through the inside spaces
- Advocate to the City of Waterloo and neighbours for potential enhancements (e.g. more intentionality about and mutual gains via Waterloo's Cultural Plan)

- Secure the City's infrastructure investment to stabilize the current building
- Research and examine potential opportunities for expansion

The Organization

- Assess all strategies via the lens of CCGG's current capacity and realistic growth (time, skills and experience whether hired, borrowed or contracted)
- Invest in research and archives
- Enhance CCGG governance by establishing necessary committees and task forces, and developing clear policies
- Regularly review and update policies and procedures to ensure they align with best practices
- Provide board and staff members ongoing training and development opportunities to improve organizational culture, increase staff satisfaction, and enhance skills and knowledge