

Garrison Art Center

Strategic Plan 2022 - 2027

Organizational History

In the spirit of its arts and education mission, Garrison Art Center began as something of a school art project.

In 1964, a group of community arts enthusiasts produced a show of local artists' work at the Garrison School to raise funds for the School Art Fund. Energized by their success, the volunteer group found space in the old post office and dry goods store along the shore of the Hudson River at Garrison's Landing and started Garrison Art Center to further promote the arts and artists in the community.

With a small gallery and drawing/painting studio, the Art Center began offering classes for children and adults with professional artists. As demand grew, the Art Center added classes in pottery, sculpting, printing and photography – plus a paid staff – and it developed an exhibition schedule that has attracted artists from around the region. Adjacent space was added in the early 1980's to accommodate its growth and greater ambitions. Summer programs were designed for students and special workshops attracted children and adults alike to new art experiences.

As a nonprofit organization, Garrison Art Center is supported by its classes, a membership program, a Leadership Circle of large donors and a program of annual events that have included an Artists on Location plein-air auction, a riverside Arts and Crafts Fair and a Holiday Pottery Sale, plus special events celebrating art through themes such as the Statue of Liberty, the shapes of chairs and the allure of gardens.

Garrison Art Center has been called one of the Hudson Valley's "most active arts meccas" as it serves and inspires artists and residents throughout the beautiful region that strikingly inspired the Hudson River School painters in the 19th Century.

Mission & Vision

Founded on the banks of the Hudson River in 1964, Garrison Art Center seeks to connect and enrich lives by cultivating an open environment for the creation and appreciation of art. Through education, exhibition and community outreach programming, our vision is to foster a vibrant, diverse community where art is everywhere and accessible for ALL to experience.

Core Values

- GAC is **Community-Centered**, committed to making a difference by providing access to the visual arts to a diverse audience of learners, professional artists, community members, collectors, families and friends from varied ethnic, cultural, geographic and economic backgrounds.
- GAC is **Art-Centered**, committed to the idea that art provides the means to enrich our lives and nourish the human spirit.
- GAC strives for **Excellence** in our art, our education programs, and in our management. This means we are always working to improve our organization and ensure its existence for future generations.
- GAC is committed to cultivating **Joy** by creating an atmosphere where self-expression, creativity, curiosity, humor and kindness are celebrated and encouraged.

Strategic Statement

Garrison Art Center **looks to the future with confidence in its potential to evolve and thrive as an arts institution. Our three-to-five-year strategic priorities are to:**

- **Foster excellence in art through diverse and fully integrated programming**
- **Work towards becoming an arts destination in the region that is open and inclusive to all**
- **Develop organizational structure and communications in order to significantly expand our audience**
- **Expand development and business practices to ensure sustainability for the future**

I. Leadership, Governance & Finance

Goal: Develop the structure of the organization to meet the current and future growth of GAC

1. Build integrated culture across all activities/work of GAC, its staff, board, volunteers, programs, goals and processes. This includes integrating programs, funding, events, volunteer engagement, communications, and facilities oversight (2022)
2. Develop Board & Board Committees with nonprofit best practices in mind
 - a. Review and update bylaws (2022)
 - b. Strengthen and define committee structure and charters (2022)
 - i. Develop Finance, Development, Strategic Planning, Marketing, Nominating Committees
 - ii. Create charters & job descriptions for each committee
 - c. Re-establish Annual Meeting of the Board (2022)
 - i. Implement tool and process for annual board self-evaluation
 - ii. Identify needs for board training
 - iii. Sign Conflict of Interest forms
 - iv. Review/create board chart and hold annual voting to uphold term limits
 - v. Annual board member pledge forms
 - d. Increase size and diversity of board (2023)

3. Establish nonprofit best practices around finance management
 - a. Develop Internal Controls Document (financial procedures & policies) (2022)
 - b. Finance Committee to engage accountant by end of 1st quarter to prepare 990 and financial statement, which is then approved by board before filing according to IRS 990 directive in Part VI, Section B, line 11a (2023)
 - c. Executive Director to engage staff and board committees in annual planning procedures (2023)
 - i. starting at the beginning of the 4th quarter, prepare annual budget with budget and reach goals, using strategic plan to drive plan
 - a. Exhibitions
 - b. Education
 - c. PR & Marketing
 - d. Fundraising
 - e. Facilities
 - f. Technology
 - ii. Board to review and approve annual budget by start of fiscal year
4. Ensure adequate and diverse staffing with competitive compensation
 - a. Develop Employee Handbook (2022)
 - i. Ensure that GAC has policies and procedures in place around sexual harassment, whistleblower, gift acceptance, document retention, DEIA, endowment, etc.
 - b. Right-size staff structure and update job descriptions (2022-26)

II. Fund Development

Goal: Strengthen GAC's fundraising activities to increase support and visibility and to convey more clearly who we are, what we do and why it matters.

1. Establish an annual development plan that drives GAC fundraising activities, with budget goals and reach goals. (2022)
2. Strengthen Development Committee to be more involved in GAC's fundraising activities (2022)
 - a. Meet regularly and review reports on:
 - i. Individual donations
 - ii. Corporate Sponsorship
 - iii. Foundations & Grants
 - iv. Benefit Events & Friendraisers
3. Establish and maintain Board give/get policy (2022)
 - a. Establish annual board pledge form, with follow up reminders from Development Committee, ED or Exec Committee
 - i. Financial commitment
 - ii. In-kind services commitment
 - iii. Volunteer commitment

4. Develop donor database and reporting capacities to aide in moves management fundraising activities (2022)
5. Develop a grants calendar and perform grants research to determine new resources (2022-26)
 - a. Use grants research tool to identify potential grantors
 - b. Review grantors of area arts/culture nonprofits
6. Develop Corporate Sponsorship program (2023)
 - a. Use exhibitions and events to solicit area sponsors
7. Establish and grow endowment fund (2022-24)
 - a. Establish policies around endowment fund and how it supports GAC's activities (2022)
 - b. Establish policy around withdrawals and funds for certain activities at GAC (2022)
 - i. Scholarships
 - ii. Capital expenses
 - c. Develop out-facing language around endowment (2023)
 - d. Establish and launch major gift program to grow (2024)
8. Develop Ways to Give page on website that outlines the ways individuals and businesses can support GAC (2022)

III. Culture & Audience Development

Goal: Strengthen and expand GAC's reach to a broader and more diverse audience to create a welcoming space that is inclusive for all.

1. Develop a brand and brand strategy for GAC (2023)
 - a. Get GAC signage on 9D (2022)
 - b. Use videos/reels to tell GAC's stories (2023)
 - i. Engage influencers in the area?
 - ii. Use proximity to train stop as key incentive
 - c. Develop and distribute a GAC brochure that identifies who we are, what we do, & why it matters (2023)
2. Collaborate/Partner with area businesses & organizations to diversify and expand audience (Philipstown, Beacon, Cold Spring, Peekskill, Newburgh)
 - a. Engage with Chamber of Commerce (2022)
 - b. Participate in local events as sponsors, vendors, advertisers (2023)
 - i. Farmers Market - hands-on art + info
 - ii. Manitoga, Magazzino, Boscobel, HV Shakespeare
 - iii. Houlihan Lawrence/real estate
 - iv. Cold Spring Film Society - become a member and place ad
 - c. Host meetings for area groups - PTA, Garden Clubs, The Hub, Book Club, Knitting groups (2023)
 - d. Curate offsite exhibitions - pop-ups/alternative spaces (2024)
 - e. Identify new partnership prospects by exhibition themes and events (2023/24)
3. Develop more opportunities to engage young professionals, families

- a. Offer art experiences (Art Night Out, Clay Night Out, Drink & Draw, Paint & Sip, Lectures/Artist Talks) (2022)
- b. Provide more opportunities that serve artists/teachers (2022-26)
 - i. Offer workshops for art teachers - professional development
 - ii. Offer professional development for artists
- c. Offer private workshops for corporations (team building) (2023)
- d. Offer art parties for youth & adult groups (2023)
- e. Participate in local camp fair (Hudson Valley Family Magazine) (2023)
- f. Create community mural or other public art (2024)

IV. Programs

Ensure all Exhibitions, Education programs and Events are evaluated and developed in alignment with GAC's mission.

1. Integrate education programming with gallery programming to deepen understanding, experience and accessibility of artwork
 - a. Move proposal deadline to Dec 31 to give 1+ year to plan (2022)
 - b. Develop year-long calendar to allow for development of tangential programming around exhibition themes (2022)
 - c. Curate education that relates to the exhibitions via artist talks, workshops, and classes for adults and youth (2022-23)
 - d. Create events related to exhibitions that attract more diverse audiences and artists- incorporate Newburgh, Cold Spring (2023-24)
 - i. Dolly's collaboration
 - ii. Meet & greet
 - iii. Picnic on the river
 - e. Plan community arts/outreach tours, lessons and conversations around exhibition themes (2024-25)
2. Diversify Exhibitions
 - a. Invite guest curator to curate themed shows (2022-23)
 - b. Plan juried exhibition on theme to add content (2023-24)
 - i. Theme/Title: small works; Theme/Title: Photocentric
 - c. Identify themes to explore through exhibitions that can engage new audiences and use art as catalyst for conversation (2023-24)
 - i. art as healing (Philipstown Hub in Coldspring - opioid epidemic; mental illness)
 - ii. Creative aging
 - iii. Social justice
 - iv. Environment
3. Develop & Diversify Gallery Committee
 - a. Establish Committee charter and job descriptions (2022)
 - i. Review roles of Gallery Committee and consider how they support our plans for the gallery going forward

- b. Ensure committee is diverse and reflects the audience it wants to have coming to the gallery and exhibiting in the gallery (2023)
 - i. Recruit from Peekskill, Newburgh, Beacon
 - c. Develop incentives and acknowledgements for committee members (2023)
- 4. Serve our community of artists and improve access to the arts by developing and strengthening artists' professional skills
 - a. Partner with NYSATA to offer annual intensive workshops for public school art educators (2023)
 - b. Offer Advanced-level classes for pre-professional and professional artists (2023)
 - i. Artist Tool Box Series
 - ii. Business of being an artist
 - iii. Photographing your artwork
 - iv. Social media marketing
 - v. Brand Strategy
 - vi. Writing about your Art
 - c. Engage exhibiting artists & gallery committee in more activities at GAC (2023-26)
 - d. Offer portfolio review sessions with gallerists/curators (2024 or 25)
 - e. Offer Master Classes/Workshops (2024)
- 5. Diversify and increase number of art education offerings for adults and youth to expand student audience and center vibrancy (2022-26)
 - a. Expand printmaking program and audience
 - i. Offer beginner level courses
 - ii. Target school groups/clubs, businesses, etc
 - iii. Plan experiential pop-up/try-it workshops that make the medium more accessible to wider audiences
 - iv. Develop printmaker-in-residence program
 - v. Expand Printmaking Passes program
 - vi. Develop Intermediate/Advanced workshops
 - b. Expand offerings for adults in other media
 - i. Expand plein-air/outdoor adult art ed program
 - ii. Offer more watercolor classes
 - c. Offer regular art experience workshops (Clay Night Out/ Art Night Out/ Paint & Sip/ Drink & Draw)
 - d. Increase youth art education offerings
 - i. Reinvigorate after-school art class offerings
 - ii. Offer family classes in other media (i.e. Family Clay Studio)
 - iii. Offer weekend workshops/classes
 - iv. Work package deals with Dolly's
 - v. Expand summer camp offerings to max capacity
 - e. Increase free engagement opportunities with local community
 - i. Offer annual Open House events
 - 1. One for summer camp - register on site; free pizza; discount; bring a friend

2. Open House for all onsite programming - end of August to fuel fall program or during fair
 - ii. Hold hands-on activities at Farmers Market
6. Expand outreach offerings to underserved audiences in Newburgh, Peekskill, and Beacon (2022-26)
 - a. Develop new community partnerships with area schools and service agencies
 - i. San Miguel in Newburgh
 - b. Offer after-school arts enrichment programs to Boys & Girls Clubs, underserved public schools
 - c. Develop arts enrichment / quality of life programs for people with special needs
 - i. Seniors
 - ii. Veterans
 - iii. Those with mental health issues – engage with The Hub
 - iv. Those with developmental disabilities

V. Facilities

Ensure GAC's facility meets the current and future needs of the organization.

1. Establish Facilities Task Force (end of 2023)
 - a. Analyze facility needs in the next three-to-five-year period and determine if landlord is responsible for repairs (2024)
 - b. Research/analyze capacity for growth in current space (2024)
 - c. Research potential for expansion either in current or future facility (2024)
 - d. Research opportunities for capital improvement grants (2024)