



KELOWNA **Art** GALLERY

Strategic Plan 2022 - 2024

Jed Lind (Canadian, b. 1978), *Gold, Silver & Lead*, 2011, ¼ inch laser cut steel plate, high-build epoxy coating, LED lights, 298 x 94 x 49 in., Gift of the artist, 2019. Photo by Yuri Akuney, Digital Perfections.

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Facilitated by:



We acknowledge that the Kelowna Art Gallery operates on the unceded traditional territory of the syilx/Okanagan people.

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Who We Are

The Kelowna Art Gallery (KAG) was incorporated as a not-for-profit charitable society on March 14, 1977 and was originally housed within the Kelowna Centennial Museum, where it began presenting visual art exhibitions and projects, as well as collecting works of art for the Gallery's Permanent Collection. Almost 20 years later, in 1996, KAG moved to a new, purpose-built 15,758-square-foot facility in the heart of the "cultural district" in downtown Kelowna.

What We Do

The Gallery team presents an ambitious exhibition program with national scale exhibitions featured in our largest gallery space (3000 sq ft) and smaller studio-type exhibitions presented in our smaller gallery. Regional artists are commissioned annually to produce new installations for the outdoor Courtyard space. The Front Project Space and the Art Lab (classroom) serve as multi-purpose areas that include presenting community-based exhibitions, in addition to a place for hands-on artmaking, lectures, exhibition animation activities, and facility rentals to happen.

The Glass Gallery (new in 2021) located adjacent to the main entrance of the KAG and features three installations a year by emerging, local artists.

Offsite, the Gallery maintains a Satellite space in the Kelowna International Airport (YLW), where regional artists are commissioned annually to produce new work specifically for this unique space.

The Permanent Collection of the KAG is home to 1,000 works of art by local, national, and international artists, from the 20th and 21st centuries. The vast majority are by artists working in Canada, and these vary in media and range. The Gallery's Permanent Collection is stored in a secured storage vault and an adjacent climate-controlled holding room. The KAG's Permanent Collection is accessible online via the website at www.kelownaartgallery.com

The Gallery has been committed to presenting the work of contemporary Canadian artists since its inception, paying Canadian Artists Representation (CARFAC) fees and hiring professional staff to ensure the organization maintains a high level of engagement with the visual arts in Canada.

Artist and curator talks accompany every exhibition and publications are produced to provide further interpretation about the exhibition and the works of art exhibited.

We offer diverse educational programs, from highly popular school tours, to specialized art workshops and art classes for participants ranging from children to seniors, including classes for adults with diverse abilities to those with visual impairment.

Where We're Going

We're committed to bringing art into people's lives-in the Gallery, outside the Gallery, online, at the airport, or in the classroom. We are an integral partner in the cultural and creative sector and dedicated to providing accessible, diverse, and inclusive experiences through visual art. We put people first with exhibitions and installations for every level of art enthusiast; through educational programs for all ages; by bringing art into the community via online means and; with a trained and professional staff together with a much-valued team of volunteers.

Executive Summary

The board of directors for the Kelowna Art Gallery developed the following **2022-2024 Strategic Plan** based on input from board directors, staff and key stakeholders.

Prior to a strategic planning session in November 2021, individuals from these sectors participated in a study to identify current challenges and upcoming opportunities for the Kelowna Art Gallery. Compiled data helped determine the **Key Result Areas (KRAs)** that require in-depth attention over the next three years.

In their strategic planning session, the board formulated **Strategic Goals** that relate to each KRA. These goals give specific direction to staff and to the board's committees.

A subsequent one-year Tactical Plan was then developed by staff and board committees for goal execution, which will commence in January 2022. Quarterly progress reports will be provided to the board with an annual summary report at year end. These reports will include milestone achievements, called Key Performance Indicators (KPIs); proof that progress is on track. New Tactical Plans are to be developed annually.

This three-year **Strategic Plan** is to be reviewed and refreshed annually. Progress reports will be delivered by the board to the stakeholders at their Annual General Meetings. A new three-year strategic plan will be developed in the fall of 2024, with its commencement to occur in January 2025.

Key Result Areas

The key areas of focus identified by the board of directors for January 2022 through December 2024 are:

- Supporting the Arts and *acting as a community conduit to elevate the arts*
- Organizational Excellence and *building our organizational capacity to increase our efficiency and impact*
- Community Engagement and *strengthening our relationships in the community*

Our Mission

To bring art into people's lives!

Our Vision

We will build a stronger community by bringing people and art together.

Our Centres of Activity

We support our community through delivery of the following services:

- Exhibitions
- Educational Programs
- Permanent Collection
- Membership Program
- Events

Our Core Values

With collaboration and partnership, we will strive to infuse the following values throughout our organization:

- Reflecting and respecting all the communities we serve; and, creating an inclusive and respectful environment
- Being as creative as the artists we work with; and, dreaming big about our potential
- Focusing on the long-term value to our community
- Demonstrating and delivering organizational excellence
- Being of service to our community and recognizing the value of our volunteers

Strategic Plan

This three-year plan, developed by the Board of Directors and Executive Director, outlines the goals to be achieved by year end 2024.

Key Result Area 1: Supporting the Arts

Acting as a community conduit to elevate the arts.

Strategic Goals:

- 1.1 Increase exhibition attendance.
- 1.2 Expand exposure of the permanent art collection.
- 1.3 Increase programming participation.

Key Result Area 2: Organizational Excellence

Building our organizational capacity to increase our efficiency and impact.

Strategic Goals:

- 2.1 Continue to explore solutions to address our physical space constraints.
- 2.2 Develop and implement a formal engagement and retention strategy for the Executive Director.
- 2.3 Ensure our governance processes are aligned with current best practices.

Key Result Area 3: Community Engagement

Strengthening our relationships in the community.

Strategic Goals:

- 3.1 Increase awareness and stakeholder knowledge of the benefits and impact of the Kelowna Art Gallery.
- 3.2 Enhance membership benefits to attract and retain members.
- 3.3 Further develop mutually beneficial partnerships that advance the Kelowna Art Gallery's strategic goals.