





# CLAYWORX STRATEGIC PLAN 2022-2026

JANUARY 2022



## LAND ACKNOWLEDGEMENT

We respectfully acknowledge that London, Ontario forms part of the traditional territory of the Attawandaron, Anishinaabeg, Haudenosaunee, and Lunaapeewak peoples who have long-standing relationships to the land, water, and region of southwestern Ontario. Clayworx is thankful to be located on these ancestral and treaty lands, and acknowledges the local First Nation communities of this area including the Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation. Additionally, we recognize that there is a growing urban Indigenous population who make the City of London home, and we value the significant historical and contemporary contributions of local and regional First Nations of Turtle Island (North America).





# OUR PROCESS



JULY 2021

JANUARY 2022

**Situation Analysis +  
Information Gathering  
PHASE ONE**

**Visioning + Planning  
PHASE TWO**

**Roadmapping +  
Implementation  
PHASE THREE**

**Refinements of  
Strategic Plan  
PHASE FOUR**

**KEY ACTIVITIES**

- Site visit
- Organizational audit and desk research
- Competitive landscape Research
- Best practices and precedent research
- Six (6) internal stakeholder interviews
- Six (6) external stakeholder Interviews
- SWOT analysis
- SWOT analysis
- Six (6) external stakeholder interviews

**KEY ACTIVITIES**

- Studio user online survey
- Public online survey
- Visioning session with board and staff

**KEY ACTIVITIES**

- Strategic work session with board and staff
- Draft Strategic Plan

**KEY ACTIVITIES**

- Refinement of Draft Strategic Plan
- Five-Year Strategic Plan and Executive Summary
- Presentation at AGM (January 11, 2022)



# OUR AMBITIONS



## OUR MISSION AND VISION

VISION: 10 YEARS (BY 2032)

To be recognized as a centre of excellence for the education, practice, and appreciation of the ceramic art form.

VISION: 25 YEARS (BY 2047)

To be mentors, influencers, and supporters who bring the importance of ceramics into the consciousness of every Canadian.

### MISSION

We aspire to give everyone access to exceptional educational, artistic, and community-building experiences with clay and ceramic art.





## OUR GUIDING PRINCIPLES

Put people first: Our artistic community is broad and supportive

Build inclusivity and share

Strive for excellence

Cherish play

Embrace and inspire transformation





## OUR GUIDING PRINCIPLES

### PUT PEOPLE FIRST: OUR ARTISTIC COMMUNITY IS BROAD AND SUPPORTIVE

We aim to incorporate the creativity, expertise, and inspiration of our broad artistic community, creating relevant and leading programs, and providing opportunities to support and mentor the creative and collaborative practice of ceramics in its many forms.

### BUILD INCLUSIVITY AND SHARE

We strive to build, nurture, and support a diverse studio environment. This ecosystem is for all creative people and we work to reduce barriers or obstacles. We share our knowledge, skills, and enthusiasm, and we work daily to create an even more welcoming, playful, and generous environment across everything we do.

### STRIVE FOR EXCELLENCE

As we lead in this city, province, and country, we strive to be an influencer and changemaker in the world of the ceramic arts ensuring that everything we do is done with generosity, mutual respect, trust, measure, transparency, professionalism, and a level of commitment that never falters.







## OUR GUIDING PRINCIPLES

### CHERISH PLAY

We are committed to bringing joy and laughter to those who join us in our quest to expand the practice of the ceramic arts. We never do things alone, and we recognize everyone as an artist. It is their enthusiasm and passion that makes our organization so unique. Our aim is to bring excitement, curiosity, and pleasure to everyone we partner with.

### EMBRACE AND INSPIRE TRANSFORMATION

We continue to be bold, and address the challenges that face our local and national artistic and learning communities. Our work is characterized by optimism and a recognition that change is an organizational necessity that is always possible with a positive mindset. We embrace and inspire transformation as we try new things. We learn from our mistakes and grow from our experiments. Our ideas are big and we make changes that often result in significant impact. We never forget to respond and keep our hearts and minds open to all possibilities in step with the changing world around us.



 OUR UNIQUE VALUE  
PROPOSITION

We will provide a welcoming and open studio that nurtures creativity, learning, and experimentation for everyone regardless of skill or ability. We are recognized as a leader, supporter, mentor, and ambassador of the ceramic arts in Canada. Every day we aim to deepen the connection between people and clay.





# OUR STRATEGIC PRIORITIES



## OUR STRATEGIC PRIORITIES

1. Invest in clay education as our foundational pillar and focus on all levels of learning
2. Build organizational resilience
3. Achieve financial sustainability
4. Improve visibility and awareness among new audiences in London and beyond
5. Audit use and allocation of space and identify areas for improvement



STRATEGIC PRIORITY NO. 1

# INVEST IN CLAY EDUCATION AS OUR FOUNDATIONAL PILLAR AND FOCUS ON ALL LEVELS OF LEARNING

It will be important to focus on developing programs and learning opportunities for a variety of audiences—from first-time users to emerging artists. Within this it will be essential to build space for learners from the national arts sector and integrate them into our community. Through multi-layered learning experiences, we will continue to build stronger connections between our studio-users, affiliate artists, the wider creative/artistic community, and the general public as part of our ongoing commitment to provide exceptional, accessible, and inclusive clay education.



INVEST IN CLAY  
EDUCATION AS  
OUR FOUNDATIONAL  
PILLAR AND FOCUS  
ON ALL LEVELS  
OF LEARNING

OBJECTIVES

- Evaluate and tailor programming based on skill and demand; develop programming for first time users, experienced studio users, master classes, and mentorship opportunities
- Continue to develop artist-in-residency programs with emerging artists and integrate this program more effectively into our operations and programs
- Establish relationships and develop meaningful programs for racialized and ethnically diverse audiences that better reflect the city of London
- Develop fun and social programming for entry level users such as wine nights and “First Fridays”
- Integrate the mosaic initiative into programming overall
- Develop strategic partnerships with higher education institutions and ensure we are the organization of choice for those committed to developing the next generation of ceramic artists in Canada

STRATEGIC PRIORITY NO. 2

# BUILD ORGANIZATIONAL RESILIENCE

To guarantee that we will be able to deliver on our ambitions, it will be essential to evolve our organizational capabilities in areas such as human resources, use of space, and fundraising. Further, as many stakeholders have been involved for years, it is essential to build a pipeline of volunteers and staff to secure a succession plan and implement this to guarantee our growth and sustainability. Along with these ambitions, we have a commitment to create a culture and environment that is centered on care, community-building, a clear sense of purpose.



# BUILD ORGANIZATIONAL RESILIENCE



## OBJECTIVES

- Review and evaluate organizational structure and roles including the volunteers, considering them as part of the staff compliment
- Assess the volunteer program and identify areas of improvement and opportunity for development with a view to better integrating volunteer skills and expertise into our operations and financial growth
- Consider diversity, inclusion, and equity in regard to all volunteers, artists, staff, and board members
- Assess our current role and responsibilities as an employer in the arts sector, develop best practices, and build an infrastructure that encourages professional growth and fosters high level of job satisfaction, all with the aim to be an employer of choice in the arts sector
- Reevaluate board matrix with new priorities, assess board members, board efficiencies, and develop a plan to shift the demographics and board skills



STRATEGIC PRIORITY NO. 3

# ACHIEVE FINANCIAL SUSTAINABILITY

In the next five years, it will be important to continue to build a path toward financial sustainability and growth. We will need to invest in resources to identify opportunities to increase revenue through grants, partnerships, fundraising, and programs.



# ACHIEVE FINANCIAL SUSTAINABILITY



## OBJECTIVES

- Complete and establish an integrated operational plan
- Deliver on and apply for OAC and LAC grants working to secure multi-year support
- Evaluate the fee structure for studio-users and affiliate artists on an ongoing basis
- Identify possible further opportunities for earned revenue from programs, assess grant and fundraising opportunities that align more closely with the current strategic learning objectives
- Identify at least 10 key relationships (corporate and individual) to establish and support us over the next five years

STRATEGIC PRIORITY NO. 4

# IMPROVE VISIBILITY AND AWARENESS AMONG NEW AUDIENCES IN LONDON AND BEYOND

As we develop our work to increase our visibility, it will be essential to prioritize building relationships with new and diverse audiences in London, and create a space that is inviting for all, including IBPOC communities, persons with disabilities, and diverse genders, ethnicities, cultures, and generations with an emphasis on youth. It will be important to focus on improving the marketing and communications in order to build excitement and interest for us and our program offerings. With a new name and brand in March 2023, marketing and communications will play a crucial role in inviting people to learn about and participate in our work and our future development.



# IMPROVE VISIBILITY AND AWARENESS AMONG NEW AUDIENCES IN LONDON AND BEYOND

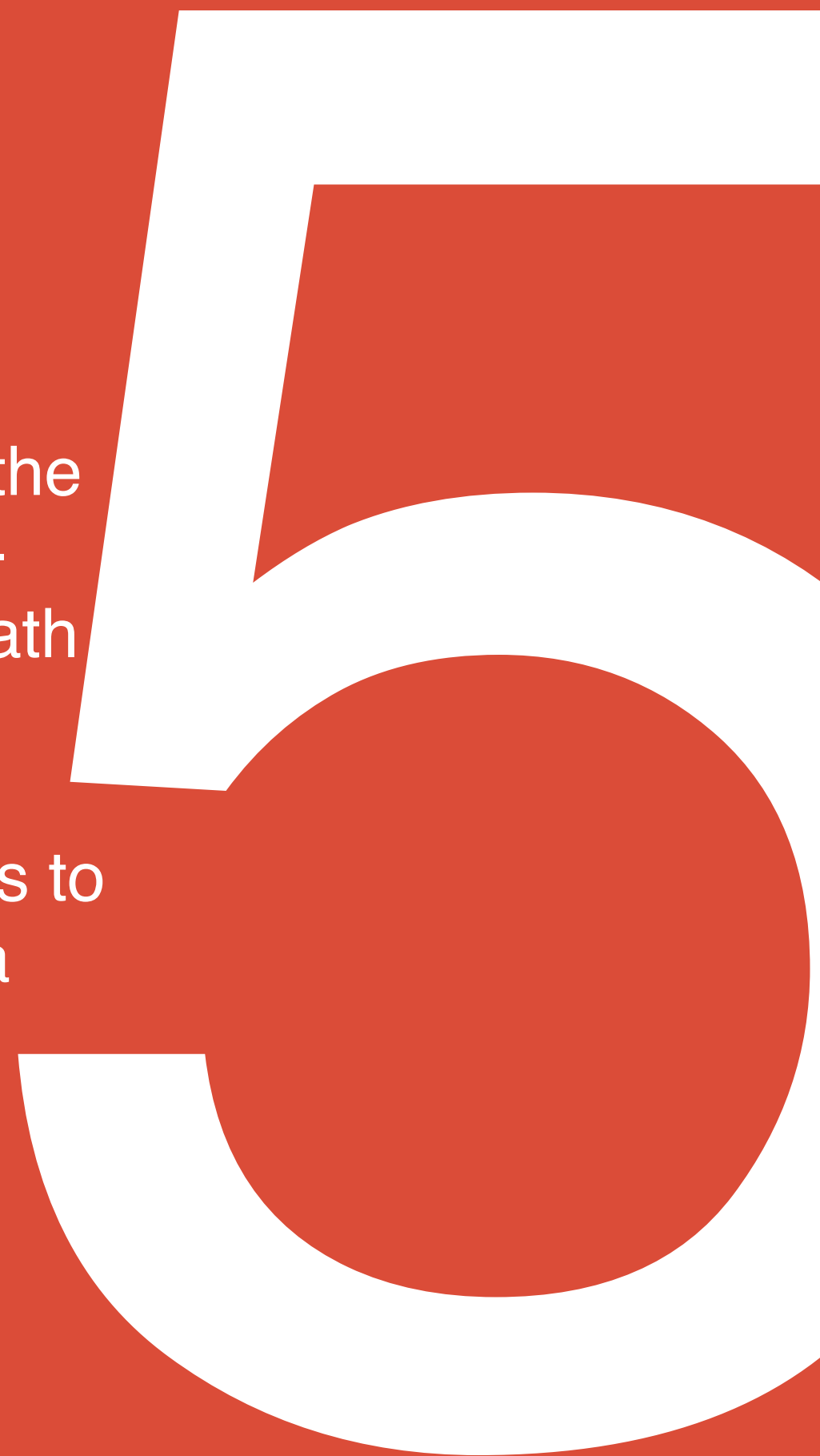
## OBJECTIVES

- Choose and effectively launch the new name and visual identity
- Conduct market and audience research, and identify audience segments to better understand current audiences and potential growth audiences
- Identify local communities and consider audience growth with regard to equity, diversity, inclusion, and access
- Consider options for volunteers to support this goal, aligning their work and public engagement to our vision, mission, and brand and creating more effective visibility for the group
- Create an annual marketing and communications plan and identify the resources needed for implementation
- Hire a web designer or user experience (UX) designer to audit the website encompassing the new name and visual identity, and pinpoint opportunities to improve the design and user experience
- Continue to invest in the revitalization of the Old East Village deepening partnerships and leading in the growth of the arts and culture sector

STRATEGIC PRIORITY NO. 5

# AUDIT USE AND ALLOCATION OF SPACE AND IDENTIFY AREAS FOR IMPROVEMENT

It is important to explore the possibilities of transforming the beloved building and facilities in both the short- and long-term. In order to identify a sustainable and responsible path forward, it will be essential to prioritize conducting a feasibility study to consider the expansion of the current space at 664 Dundas St. In the next five years, the goal is to build a home that suits the scale of our ambitions: to be a centre of excellence for the education, practice, and appreciation of the ceramic art form.

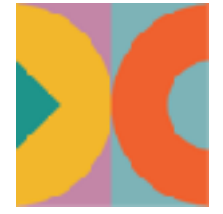


# AUDIT USE AND ALLOCATION OF SPACE AND IDENTIFY AREAS FOR IMPROVEMENT



## OBJECTIVES



- Reimagine and reconfigure the function, space, and use of the first and second floors including the retail space, ensuring that all activities serve our ambitions and financial growth
- Research feasibility grants and secure financial support to develop business plans that explore expansion options
- Sustain commitment to maintaining the façade and preserving its heritage designation
- Ensure essential equipment is maintained, upgraded, and replaced in a timely manner



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Join us on our journey devoted to  
deepening the connection between  
people and clay!

[clayworx.ca](http://clayworx.ca)



**Clayworx**  
Ceramic Arts Learning Centre

