

**ROCKY NECK ART COLONY  
STRATEGIC PLAN  
2022-2025**

*The Mission of the Rocky Neck Art Colony  
is to nurture excellence in the arts  
and celebrate the artistic history and culture of Rocky Neck*

**We Serve**

We serve the membership of Rocky Neck Art Colony, which includes emerging and professional artists of all genres, the Rocky Neck neighborhood and greater Gloucester/Cape Ann community, and those who value and support arts and culture

**Values**

We value creativity, community and innovation in art making, all within a spirit of inclusion

**Vision 1: Rocky Neck Art Colony is a culturally vital and inclusive organization**

**Objective 1.1 Sustain and support a diverse and engaged membership of artists and non-artists as stewards of Rocky Neck's artistic history**

*Strategies*

**1. Expand affordable opportunities for artists to exhibit and sell their work**

**Actions**

- \* Strengthen/codify gallery process and protocol (2022-23)
- \* Develop exhibition opportunities for emerging and underserved artists (2022)

**2. Engage artist members and non-artist members with professional development opportunities and varied, relevant, uplifting educational programming**

**Actions**

- \* Monitor overall value of current programs
- \* Consolidate/strengthen educational offerings
- \* Research and implement alternative spaces for programming
- \* Provide regular channels for member and community feedback

**3. Build and attract a broad demographic range of members**

**Actions**

- \* Define and better communicate member benefits (2022)
- \* Attract new members, with focus on future (2022-25)
- \* Explore new tiered structure for membership (2023)
- \* Analyze membership database to understand demographics (2024)

**Vision 2: Rocky Neck Art Colony is a high-performing nonprofit organization**

**Objective 2.1 Expand financial capacity to meet the needs of the organization and achieve priorities of Strategic Plan**

*Strategies*

**1. Create an effective process for budget and finance decision-making**

**Actions**

- \* Expand Finance Committee with members skilled in financial management
- \* Create an annual budget and reinstitute review of annual budget requests
- \* Build a three-month operating reserve
- \* Provide Finance Committee with training in effective nonprofit finance management

**2. Create and implement a comprehensive Development Plan**

**Actions**

- \* Expand Development Committee with members skilled in development and fundraising
- \* Establish planned and targeted giving programs
- \* Research grants/public/private funds for historic districts

**3. Maintain Cultural Center building and improve rental spaces as needed**

**Actions:**

- \* Expand Building Committee with members skilled in relevant areas
- \* Identify funds and complete critical repairs
- \* Undertake systems/maintenance replacement planning
- \* Build adequate capital reserve for 6 Wonson (2023-24)

**Objective 2.2 Maintain an active Board of Trustees with time, talent or resources that match organizational needs**

*Strategies*

**1. Ensure Board members are actively involved in governance, policy-making, and budget review and approval per RNAC Bylaws**

**Actions**

- \* Set and monitor clear Board roles and responsibilities per RNAC bylaws and improve intra-Board communication
- \* Create/maintain effective trustee onboarding program
- \* Clarify and communicate decision-making processes
- \* Institute regular communication updates between Exec Comm and Board
- \* Institute Board annual review and ratification of Strategic Plan

**Objective 2.3 Ensure adequate staffing to allow organization to achieve mission**

*Strategies*

**1. Hire staff as needed to successfully manage all programs & operations**

**Actions**

- \* Review Director's role annually to ensure best alignment with Director's skills and organization's aspirations (2022)
- \* Assess current staffing roles to augment within budget priorities (2022-25)

**2. Improve volunteer recruitment, training and coordination to better connect individuals to organizational needs**

**Actions**

- \* Plan and implement an effective volunteer training program with clear leadership roles (2022-24)

**Objective 2.4** Enhance RNAC’s reputation and visibility through effective marketing and communications

*Strategy*

**Strengthen internal and external strategic communications/marketing (including website, social media, newsletter, signage)**

**Actions**

- \* Create annual marketing plan
- \* Establish a dedicated volunteer or paid staff role for marketing and communications (2023)
- \* Improve website platform(2023)
- \* Ensure RNAC branding is consistent (2022)
- \* Include Historic District designation on all materials (2022)
- \* Create consistent, updated and effective signage (2023)

**Vision 3: Rocky Neck Art Colony is a strong, collaborative partner with the community of Rocky Neck – its businesses, residents, and visitors – and the city of Gloucester**

**Objective 3.1** Strengthen relationships and partnerships with restaurant owners, investors, and developers of Rocky Neck properties

*Strategies*

- 1. Create opportunities for Rocky Neck influencers to learn about and engage in RNAC**

**Actions**

- \* Identify and engage key influencers
- \* Research short and long-term use of nearby properties for additional gallery spaces

- 2. Maintain open communications and collaborative partnerships with residents and businesses about development and use of properties**

**Actions**

- \* Host at least one free community gathering annually on Rocky Neck