

# TIMELINE & ACTION PLAN

	2024	2025	2026	2027
<p><b>AUDIENCE &amp; COMMUNITY</b></p> <p><a href="#">Page 6</a></p>	<p>Have meetings and do outreach with other organizations to plan partnerships and collaborations in 2025 (list of orgs on <a href="#">page 7</a>).</p>	<p>Schedule joint programming with other orgs.</p> <p>Organize with other Sun Wah Centre tenants.</p>	<p>Maintain and strengthen infrastructure for ongoing partnerships and collaborations, booking exhibits and programming into 2027.</p>	
<p><b>INTERNAL PROCESSES: Artists' Recruitment / Curatorial Programming</b></p> <p><a href="#">Page 8</a></p>		<p>Create a curatorial board / committee.</p> <p>Develop new open calls for artists and guest curators, booking exhibitions into 2026.</p>		
<p><b>INTERNAL PROCESSES: Educational Programming / Community Engagement</b></p> <p><a href="#">Page 8</a></p>		<p>Create a rolling call for arts educators.</p> <p>Build an internal directory of people in the community who can teach workshops, create educational programming, etc.</p>		
<p><b>INTERNAL PROCESSES: Accessibility</b></p> <p><a href="#">Page 8</a></p>	<p>Collaborate with other tenants to schedule same day openings.</p> <p>Work with other tenants on the possibility of unlocking</p>	<p>Focus on small to mid-sized goals for space and building improvements.</p> <p>Small: library, kitchenette, reading room.</p>		



	washrooms during events / high foot traffic.	Mid-sized / big: organize with other tenants for HVAC system, open gate access to the building.		
<b>INTERNAL PROCESSES: Grant Writing</b>  <a href="#">Page 9</a>	Identify private grants to apply for.  Maximize ask amount for grants Centre A already receives. Schedule meetings with grantors on ways to improve your current grant writing.	Start working with a grants consultant.	Assess whether Centre A wants to hire someone to do grant writing part-time (or more) in the future.	
<b>INTERNAL PROCESSES: Marketing &amp; Outreach</b>  <a href="#">Page 10</a>	More intentional outreach to organizations in Chinatown and DTES.  Define role and responsibilities for growing Centre A's marketing and outreach.	Update branding, website, wayfinding, and cultivate public image.  Work with other Sun Wah Centre tenants on wayfinding.	Assess whether Centre A wants to hire someone to focus on marketing and outreach as a more permanent position.	
<b>INTERNAL PROCESSES: Space Management &amp; Archive Maintenance</b>  <a href="#">Page 10</a>	Do an audit of how each room is used. Prioritize this list based on current capacity.  Use this audit to inform <b>Better Utilization of the Gallery Space</b> ( <a href="#">page 17</a> ).			



<p><b>FUNDRAISING: Boutique &amp; Art Sales</b></p> <p><a href="#">Page 12</a></p>	<p>Create and launch new online boutique as part of website redevelopment.</p> <p>Push holiday sales starting in November.</p>	<p>Dedicate one staff person for ≈10 hrs/week to boutique development.</p> <p>Goal minimum of \$2,500/mo gross sales, \$30,000 gross revenue.</p> <p>Breakeven year for the boutique.</p>	<p>Goal minimum of \$4,000/mo gross sales, \$48,000 gross revenue.</p> <p>Boutique turns a profit this year.</p>	<p>Goal of \$6,000/mo gross sales, \$72,000 gross revenue.</p> <p>Increase staff hours for boutique.</p> <p>Assess whether further growth is possible within current operations, scale boutique appropriately.</p>
<p><b>FUNDRAISING: Memberships</b></p> <p><a href="#">Page 13</a></p>	<p>Develop a detailed membership package.</p> <p>Assign staff + board to oversee membership.</p>	<p>Launch new membership program.</p> <p>Recruit 50 paid members.</p>	<p>Grow paid membership to 100 members.</p>	<p>Assess capacity to grow membership depending on building goals.</p> <p>Are you staying or moving?</p>
<p><b>FUNDRAISING: Donations</b></p> <p><a href="#">Page 13</a> <a href="#">Page 14</a></p>	<p>Fundraising goal \$30,000 outside current fund sources.</p> <p>2024-2026 are focused on raising <b>enough funds</b> for staff and operational stability.</p>	<p>Fundraising goal \$70,000 outside current fund sources.</p>	<p>Maintain relationships with those who donated in 2025.</p>	<p>Has Centre A's staff and leadership stabilized? If so, assess if org is ready for growth.</p> <p>Contact a capital campaign consultant.</p>
<p><b>ORG CAPACITY: Skills Gaps, Recruitment, &amp; Retention</b></p> <p><a href="#">Page 16</a></p>	<p>Board development, union infrastructure, worker contracts, etc.</p> <p>Hire E.D.</p>	<p>Start working with grant writer.</p> <p>Hire temporary staff: archivists.</p> <p>Fundraise to increase salaries.</p>	<p>Fundraise to increase staff salaries.</p> <p>Invest in professional development opportunities.</p>	<p>What additional staff roles / increased hours for current staff do you need to position Centre A for growth?</p>



<p><b>ORG CAPACITY: Better Utilizing Gallery Space</b></p> <p><a href="#">Page 17</a></p>	<p>Create space rental form / marketing materials for this service.</p> <p>Physical archives, reading room, library development.</p>	<p>Physical archives, reading room, library development.</p> <p>Build and furnish a kitchenette.</p> <p>Organize with other tenants for keeping front gate entrance open during set hours.</p>	<p>Building improvements (contingent on lease renewal): HVAC, elevators, escalators.</p> <p>Scout for a commercial lease attorney.</p>	<p>Hire a commercial lease attorney.</p>
<p><b>ORG CAPACITY: Leadership Needs</b></p> <p><a href="#">Page 18</a></p>	<p>Hire a new Executive Director by end of year.</p> <p>Focus on board development to fill skills gaps (<a href="#">page 16</a>).</p> <p>Recruit 2-3 new board members by end of year.</p>	<p>Invest in ongoing leadership training and professional development for staff.</p> <p>What are Centre A's thoughts on an Executive Director + Operations Director model?</p>		<p>Board terms are up for renewal / rotation.</p>

## RACI: Responsible, Accountable, Consulted, Informed

Jenie Gao taught the Centre A team about the RACI form, a tool for project management, delegation, and decision-making. Use the RACI form when establishing teams and committees to tackle each of the areas of the Strategic Plan.

- RACI forms are method of delegating roles per project / initiative. They **do not** depend on job titles, but rather on each team members' specific skills and contributions to the project at hand. This allows for flexibility across the whole organization AND clearly defined boundaries that support quick decision-making and task completion.
- **Responsible:** The project owner(s), responsible parties have the **big picture** for the whole project and are responsible for following up on others' tasks.
- **Accountable:** Accountable to complete specific tasks and make decisions that support the overall success of the project.
- **Consulted:** People with key expertise and/or whose job functions will be impacted by the project. While they are not decision makers, their consultation ensures smooth implementation of the project.
- **Informed:** People kept in the loop on progress. They are not consulted for their opinions or advice and they do not have decision making power.

