



2021 - 2024

# Strategic Plan

CARNEGIE PICTURE LAB



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# Message From Our Leaders

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In 1971, Carnegie Art Center (CAC) opened in the old Carnegie Library on Palouse Street. Under the CAC umbrella, the Picture Lady program began with volunteer docents visiting second grade classrooms to present an art history lesson. Over time, the Picture Lady program grew to include K-5 classrooms. The CAC closed in 2011, but their nonprofit charter was transferred to Carnegie Picture Lab (CPL) - and we have continued the mission of children's art programming for the past ten years.

This 2021-2024 Strategic Plan is the fifth in CPL's history. It is a bold step forward in expanding our vision and mission to increase our impact for young people in our area. We are excited for the future and invite you to follow us on our journey forward!

**Susan Greene, Executive Director**  
**Rachna Sinnott, Board President**



From Carnegie Art Center in 1971 to Carnegie Picture Lab in 2021, we have been dedicated to building and delivering quality art programming throughout our region.

# Vision



**Empowering young people's  
creative discovery through art**

# Mission



**To deliver dynamic art experiences  
for all young people through  
innovative and transformative programs**

# Values

## Creativity



- We recognize the creative potential in all young people, and we believe that art is an important vehicle for realizing this potential.
- We believe that the creative process fosters self-discovery and expression, providing a powerful means for learning, understanding, communicating and teaching.
- We believe that the full expression of creativity results in productive and successful individuals who make meaningful contributions to society, increasing the quality of life.

## Collaboration



- A collaborative approach informs everything we do, including our approach to internal management and leadership of the organization, our activities and programs, and our engagement with the community.
- We respect the diversity of perspectives that individuals and groups bring to the pursuit and achievement of our mission.

## Community



- We are committed to making art accessible to all young people.
- We believe that our programs and activities strengthen the community and that we, in turn, are strengthened by the community's participation in and response to our programs.
- We believe that art is central to a vibrant and sustainable community.

# Goal #1

## Increase awareness and visibility throughout the region

**Strategy** Build strategic partnerships with other non-profit organizations

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**Strategy** Increase number and variety of collaborations with community partners

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**Strategy** Participate in arts, cultural/heritage and community events

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**Strategy** Enhance brand identity

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**Strategy** Engage in arts advocacy

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# Goal #2

## Foster expanded access to school and community-based programs

### Strategy

Create diverse and differentiated program delivery modalities/pedagogies in school and community settings

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### Strategy

Develop plan to connect with Latinx community in the region

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### Strategy

Build programming to include early learning, middle school and high school age groups

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### Strategy

Build programming to include new geographical areas

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### Strategy

Expand programming with current partners

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# Goal #3

**Build a financially sustainable business model to meet short- and long-term goals**

**Strategy**      Increase and diversify revenue streams

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**Strategy**      Expand individual donor base

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**Strategy**      Build corporate donor/sponsor program

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**Strategy**      Determine endowment feasibility

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# Goal #4

## Cultivate and develop human capital to achieve greater organizational and program capacity

**Strategy** Increase stakeholder diversity

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**Strategy** Develop connections with working artist community

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**Strategy** Expand community volunteer base

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**Strategy** Provide professional development for staff

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**Strategy** Evaluate current staffing model and determine where additional capacity is needed

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# Implementation

Over the next three years, Carnegie Picture Lab will stagger the growth of these four goals. We consider everything post-pandemic a new opportunity. Our philosophy in the first year will center around re-establishing and building on current relationships, reactivating programs, and experimentation.

During Year One of the strategic plan, we will pilot strategies and tactics and build momentum with our goals. It is the perfect time for Carnegie Picture Lab to dabble and determine where there is interest and traction.

Specifically, in Year One we will focus on fundraising, identity, and program clarity. Capacity building is connected to reestablishing partnerships and trying new program ideas. We will focus on our community, sustainability, and impact.

For Years Two and Three of the strategic plan, we will improve and build upon Year One's work around capacity building. Further attention to strategies and tactics connected to program implementation, strong partnerships, and financial sustainability are central to years two and three.

A three-year work plan provides a more detailed overview of the goals and their respective strategies and tactics.

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