



BRISBANE CAMERA GROUP

Strategic Plan

FOR 2021 - 2023

Developed December 2020

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Purpose and Vision

PURPOSE

To guide members in traditional areas as well as into new areas and aspects of the photographic medium through development of technical skills and artistic creativity in photographic visual communication.

VISION

BCG is a fun, friendly, participative, stimulating and engaging environment for social interaction among photographers of all ages and backgrounds, learning with and from one another.

Activities




<div>A</div> <div>Where are we now?</div>	<div>C</div> <div>What are our strategies</div>	<div>B</div> <div>Where do we want to be?</div>
<p>The club conducts 9 monthly competitions as well as an annual competition for prints and DPIs. Judges critiquing competition entries is considered a necessary stimulus to improvement. This is what Camera Clubs have traditionally done. A sizeable proportion of club membership have not been graded and/or do not take part in Club, National or International competitions.</p> <p>There appears to be support among members for more critiquing of images through social interaction and/or discussion group activity rather than just through competition judging. Currently, image critiquing emphasises camera technique and minor post-processing adjustments.</p> <p>Guest speakers address members once a month on a range of photography-related topics. This activity is valued by members.</p>	<p>Continue image critiques via competitions. Examine the scoring and grading systems used in BCG so that more emphasis is placed on image quality per se to better assist members' learnings and rewards from competition judging.</p> <p>Develop an annual inter-club club competition with several overseas clubs.</p> <p>Include sponsored prizes for monthly competitions, the annual competition, or for a biennial photobook project.</p> <p>Establish on-line image sharing and critiquing of members' images via closed Facebook groups. Encourage members to view and comment. Foster improvement in members photography without necessarily having to enter competitions.</p> <p>Establish on-line challenges where members are asked to submit images on a theme for critique/comment by other members.</p> <p>Organise a program of monthly presentations (February to November) by guest speakers, including by BCG Masters & other members.</p>	<p>Relevant activities create interest, and interest leads to new members.</p> <p>Members enter BCG monthly and annual competitions, and also some national and international competitions.</p> <p>Members receive critiques of their images from other members, on images in general or images around a theme.</p> <p>Guest speakers give interesting presentations that inspire members and provide learning opportunities for them.</p>

<p>Special Interest Groups (SIGs) deal with specific topics: Street, Video on a regular basis. Apart from Street, there is limited attendance at these SIG meetings.</p> <p>Photoshoot outings are organised throughout the year. Workshops (either paid or unpaid basis) are held several times a year, depending on the availability of subject material. These activities are also valued by members.</p> <p>The club focuses mainly on still image photography, although video photography has been introduced to members via a Video SIG over the past two years. Video photography is an increasing trend in visual communication, particularly on social media platforms.</p>	<p>Members with similar common interests meet to photograph, critique and/or discuss issues around a photographic genre (e.g. “street”), capture device (e.g. video, drone etc), output medium (e.g. photobooks) or other topics. These are self-directed, self-sustaining groups that exist while member interest exists.</p> <p>Conduct regular photography outings throughout the year. These could be organised around competition set subjects a couple of months in advance. They could also be organised around topics of interest such as long exposure, intentional camera movement, night shooting, architecture, astro, bird, fast action, etc. with images shot being shared among members on a ‘BCG Photoshoot Outings’ private Facebook group. Some Outings may be day trips or weekends away.</p> <p>Paid or unpaid workshops are organised on various topics, with an emphasis on small group workshops to maximise members’ learnings. Some workshops may focus on technology such as use of photographic equipment, drones, phone photography & processing, off-camera flash etc and others on subjects such as portraiture, wildlife, etc.</p> <p>Continue to develop video photography expertise and experience among members through presentations and projects in the Video SIG.</p> <p>Include a showing of members video projects in the annual BCG program of events.</p>	<p>Members interested in particular topics meet to learn with and from one another.</p> <p>Outings and workshops are held where members enjoy meeting collegiately with other members to practise and improve their photography.</p> <p>Still image photography will continue to be the main focus in the club, with activities to help members improve as serious enthusiast photographers producing high quality images. Video photography will continue to be an additional focus for the club.</p>
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<p>Image transformation with apps (on phones or tablets) or post-processing software in computers is an important aspect of modern photography. Some basic instruction has been provided in Adobe Lightroom. Members have indicated they want to learn more about post-processing.</p>	<p>Develop training programs or workshops in post-processing at a basic level so members can then undertake more advanced training via the many courses available on-line.</p> <p>Include “phone photography” and use of associated apps in BCG presentations and training activities.</p> <p>Foster members’ interest in producing photobooks as outlets for members work. Conduct a biennial photobook project challenge.</p> <p>Publically display members images as prints in the Club’s meeting venue, the Albion Peace & Community Centre, and at other public venues such as Council libraries.</p> <p>Engage with current or former photography students as presenters at BCG meetings or in workshops or projects.</p> <p>BCG photographers document activities of several community groups each year as a way to reach out to groups who may benefit from our capturing their activities for display or historical record.</p>	<p>Greater emphasis will be placed on enhancing members abilities in image data management and image transformation to move beyond images that are simple visual records.</p> <p>We will cater for an array of <i>Digital Capture Devices</i> (phone, tablet, mirrorless, SLR and video cameras, drones).</p> <p>We will support members to improve as photographers for visual communication, with the <i>Output medium</i> (still image, video), <i>Output quality</i> and the <i>Platform</i> (DPIs, prints, photobooks, their own or BCG website, Facebook, Instagram etc) determined by their user needs.</p> <p>Members awareness of creative directions and opportunities in photography is enhanced</p> <p>BCG members use their skills in photography to assist local community groups.</p>
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Communication



<div>A</div> <div>Where are we now?</div>	<div>C</div> <div>What are our strategies?</div>	<div>B</div> <div>Where do we want to be?</div>
<p>A fortnightly “Short Notes” bulletin is emailed to all members. This covers all the goings-on of the club</p> <p>The current BCG website based on the Visual Pursuits platform serves as a “one-stop shop” for information about BCG. It has member and public access options and provides information on the club and all of its activities.</p> <p>BCG has Facebook, Instagram pages to promote the Club; Street Scene has its own FB Group, and the Video SIG has a members only private FB Group.</p>	<p>Continue to produce “Short Notes” twice a month. Maintain the flexibility to produce an additional issue if necessary.</p> <p>BCG conducts an annual membership survey to ascertain what members want from being a member of BCG.</p> <p>A “Suggestion Box” be created for members to offer suggestions re what they would like to see/experience at BCG.</p> <p>Membership management and competitions continue to be run via the website. Galleries of award photographs are displayed on the website to assist with marketing of the Club.</p> <p>Build and host photography resource documents and information about the Club on the website.</p> <p>Further enhance BCG’s social media activities so it is an integral function of the Club. At a Club level, BCG continues to use Facebook and Instagram (@brisbanecameragroup) as its premier social media to market BCG, its events and activities to a</p>	<p>Short Notes” serves as a regular short-term communication vehicle and highlights activities for members who may not access the BCG web site on a regular basis.</p> <p>The BCG website continues to improve and evolve to be the “one stop shop” for information about the Club, and a primary on-line vehicle for managing key functions of the Club (e.g. membership, competitions) and marketing of the Club.</p> <p>BCG makes more effective use of social media to promote its activities, to market the Club and to showcase members’ photography associated with BCG.</p>

	<p>broader, and particularly younger, audience. Individually, members can hashtag their own photos on their own Instagram accounts with #brisbanecameragroup.</p> <p>“Closed” BCG Facebook groups (one for all members and others for particular interest groups) are created for members to display their work associated with BCG. All “closed” FB groups must be sanctioned by the Committee.</p>	
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Membership & Location



A	C	B
Where are we now?	What are our strategies?	Where do we want to be?
<p>Membership has increased substantially in 2020 to over 120.</p> <p>An overwhelming proportion of members are in an “older” category, with very few under 40 years old.</p>	<p>The BCG policy of openness and inclusivity is reflected in all material and information.</p> <p>BCG consider establishing a “Membership Engagement Manager” to coordinate access to the knowledge base that exists among all BCG members, i.e. to facilitate access to the shared expertise of members.</p> <p>BCG establish a “photo buddy” mentor program for new members, where experienced members mentor new members into the Club, in terms of both Club practices and procedures as well as in their photography development.</p> <p>The BCG uses social media relevant to younger photographers (under 35 age group) to link with them as prospective members.</p> <p>Invite photography students to show and discuss their work and invite them to participate in activities on a no-fee basis.</p>	<p>The BCG is open and inclusive for all irrespective of age, gender, race or religion.</p> <p>BCG has an <i>Engaged Membership</i> where members have opportunities to interact with one another and encourage one another in their development as photographers.</p> <p>New members are made especially welcome, their interests are surveyed and we evaluate how well we are meeting their needs</p>

The “Brisbane” of BCG seems to attract members from a wide area of the city. The premises at Windsor has advantages (centrality, size, availability, storage facilities, affordability, screen set-up) but it has some drawbacks with noise and general ambience. Members are not generally dissatisfied with the premises.	Casual suitability enquiries can be made if a location has promise.	Committee members are open to informally consider other venues in the approximate vicinity.
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Corporate Governance



A	C	B
Where are we now?	What are our strategies?	Where do we want to be?
<p>Considerable work has been done to bring BCG up to date and compliant with all of its statutory obligations.</p> <p>BCG is in a healthy financial position. Annual subscriptions (\$50) have not changed in 20 years but they are in the middle of the normal range compared with similar clubs.</p> <p>The BCG is vulnerable to things going wrong and disruption if the occupants of particular Committee and Non-Committee positions become unavailable due to unforeseen circumstances.</p> <p>Major items of equipment and software have recently been replaced and updated.</p>	<p>Committee members (President, Secretary and Treasurer) scrutinise and ensure our compliance and report to Committee meetings on any changes.</p> <p>Keep annual membership and meeting attendance fee at current levels for the next twelve months, with a review after that time.</p> <p>Where feasible, run events so that they do not incur a financial loss.</p> <p>Where feasible, seek external financial support for major items of expenditure.</p> <p>Revise responsibilities of Committee and Non-Committee positions and add new positions to cover areas of change as required (e.g. Membership Engagement Coordinator).</p> <p>In the short term, identify particularly vulnerable positions and organise back-up arrangements. In the medium term, carefully arrange a Succession Plan, particularly for key Committee positions.</p> <p>Maintain ongoing review of equipment needs, particularly as technology improves and also in new areas of activity by the Club.</p>	<p>The BCG is totally compliant and up to date with all of its statutory responsibilities.</p> <p>BCG remains financially solvent with financial assets greater than that required for normal annual expenditure.</p> <p>We carefully consider reports from allocated position holders aimed at keeping us contemporary and abreast of developments.</p> <p>BCG does succession planning for its Committee positions in the manner of a prudent commercial enterprise.</p> <p>Up to date equipment is available for use at BCG events and for members as appropriate.</p>

SWOT Analysis

STRENGTHS

- ✓ Friendly, inclusive, sense of community
- ✓ Albion Hall as a focal point for Club activities, incl in-person meetings
- ✓ Ability to use and record meetings via Zoom, incl distant speakers
- ✓ Good membership numbers
- ✓ Active, competent Committee & Helpers
- ✓ Up to date equipment
- ✓ Successful & active at obtaining grants
- ✓ Open to new ideas, prepared to be progressive
- ✓ Up to date equipment (Projector, Audio, Lap-top, Software)

WEAKNESSES

- Emphasis on a competitive approach to photography
- A bit “same old, same old”
- Blurred lines : enthusiast / artist / semi pro / professional (however, *this may also be a Strength*)
- New members not mentored sufficiently

OPPORTUNITIES

- ✓ Develop a more *engaged membership*
- ✓ Activities create interest; interest leads to new members
- ✓ More photography outings and small group workshops
- ✓ Be contemporary with new ideas & technology
- ✓ On-line as well as physical interactions
- ✓ Promote access to SIGs for visitors
- ✓ Sponsorship
- ✓ Contribute to community
- ✓ International inter-club competition

THREATS

- Covid or similar pandemic could be an on-going disruption
- Very low number of younger people in the Club
- Not sufficiently on-line and engaging through Facebook and other social media
- Perception : the only time for photography is when you are older
- Old fashioned – most activities are what camera clubs have been doing for many, many decades
- Tighter restrictions on where drones can operate; requirement for certification may increase