

2022 Business Plan

1. Introduction

The Robert McLaughlin Gallery (RMG) set a transformational intention in our current strategic plan - *Forging Change through Connection and Creativity 2018-2020*, which was extended to the end of 2021. The RMG is currently in the process of developing our next strategic plan for 2022-2024, set to be approved by our Board of Directors in late November 2021. We look forward to sharing the details with the City of Oshawa and Council, and how we'll continue to work towards our priorities of being: artist-centered, community minded, committed to equity, resilient, and maintaining a supportive workplace culture.

As the COVID-19 pandemic has continued, the RMG has demonstrated its ability to embrace flexibility and remain sustainable. We have continued to adapt and ask ourselves two key questions: how can we support the work of artists and how can we support the wellbeing of our community?

While the RMG remained closed for much of the last year due to public health guidelines, we are thrilled to be able to safely welcome visitors back to the gallery and have continued to deliver digital programming to provide engagement opportunities for vulnerable people and those not yet able to visit in person.

Vision and Mission

Vision

Oshawa and Durham Region flourish through arts, culture and greater community connection and resiliency.

Mission

We work together with our communities to create conversations through the arts that encourage people to experience the world differently.

2. Service Description and Client Identification

Organization

The Robert McLaughlin Gallery is located on the ancestral territory of the Mississaugas of Scugog Island First Nation in the area governed by the Williams Treaties, which is home to many diverse populations. The RMG is a vibrant and engaging art gallery dedicated to

sharing and protecting the stories of our communities through art, shared authority, education, and engagement. The Gallery is a meeting place for exploration and experimentation, a place where art, artists, and the community come together in conversation.

The RMG is an External Agency of the City of Oshawa, serving as a cultural and community asset. The building is owned by the City but leased nominally (\$1) and managed by the RMG.

The Robert McLaughlin Gallery is incorporated in the Province of Ontario as a not-for-profit public art gallery, governed by a Board of Directors. The Directors broadly represent the community of Oshawa and the Region of Durham.

The overall responsibility for artistic objectives and management of the RMG is that of the Chief Executive Officer, supported by a professional staff team.

Strategic Plan Overview

Guiding Principles

We Put People First

- We empower artists as essential communicators and navigators of our complex times.
- We respect and cultivate personal agency.
- Our growing collection reflects changing Canadian identities and perspectives.
- Diversity, equity and inclusive practice are paramount.

We Contribute to a Vibrant Community

- We serve as a welcoming community hub and gathering place, cultivating civic roots and reach.
- We are aware of events that impact our communities and take a firm stance in our response.
- We share learning, authority and expertise with our communities.
- We are agile and responsive, making space for diverse stories, experiences and perspectives.

We Embrace Sustainable Innovation

- We foster experimentation and risk-taking.
- We balance artistic objectives with fiscal responsibility.

We believe none of this is achievable without diversity, equity and inclusive practice.

Strategic and Enabling Priorities

1. *Empower Artists*

- Invest in the arts ecology by supporting and empowering artists, especially those from under-represented communities
- Support the next generation of artists to work differently and build sustainable careers
- Seek opportunities to provide a forum for artists' voices in local, national and global conversations
- Strengthen the regional arts ecology and contribute to community vitality

2. *Contribute to a Flourishing Cultural and Civic Landscape*

- Be a super-connector of artists, people, assets and opportunities
- Develop multi-dimensional partnerships that contribute to the social and economic value of our community (i.e. collective impact)
- Boost accessibility, diversity, and inclusion to our collection, resources, and programming
- Cultivate innovation and sector development

3. *Deepen a Holistic, Integrated and Purposeful Approach to the RMG's Work*

- Foster deeper collaboration between curatorial, community engagement and learning programs
- Identify the needs and aspirations of our communities to design and deliver relevant, impactful programming
- Amplify under-represented voices and remove barriers to the arts experience
- Create a more connected, fulfilling gallery experience inside and out

4. *Build Resilience and Adaptive Capacity*

- Develop the structure and roles to drive impact
- Develop people, mindsets and skillsets
- Build digital intelligence and capacity
- Diversify and solidify our financial base of support

5. *Build Affinity*

- Develop enduring relationships with donors, supporters and influencers
- Motivate others to invest resources in the RMG
- Serve as a relevant and compelling partner
- Communicate in the ways that our audiences consume information

Community Centric

We are a community gathering place for all.

We hold a strong sense of local purpose, working together with our community to integrate the gallery into the broader life of our city to inspire social change. We make meaningful partnerships and invite the community into programming in thoughtful ways. We ensure programming is relevant, inclusive, and accessible to rapidly shifting local demographics.

We support the creative and critical empowerment of artists and audiences. We believe exceptional programming is developed in a spirit of collaboration, knowledge production and sharing.

The Gallery functions as a welcoming cultural gathering place and tourist destination in the region, directly and indirectly contributing to the community's growth in jobs and economic development.

Our programming responds to our diverse communities including seniors, youth, families, new Canadians, Indigenous, Black, people of colour, and people of all abilities. We are also responsive to the growth of the student population and see this as an important demographic to engage through current offerings including RBC Artist Incubator Lab and exhibition program, the Access to Culture in Durham Community (ACDC) Pass—an art student access pass for Durham College students—and our influential social media reach. The RMG has strategically increased participation and loyalty with a generation of younger audiences who define “belonging” in new terms.

We will be undertaking a capstone project in the 2021-2022 academic year with Trent University in Durham students on how we can further engage with youth in the City. Similarly, we're partnering with TeachingCity Oshawa and Durham College on the development of a public art tour through a digital platform.

As public arts engagement has shifted and transformed, the RMG maintains relevance to the public by continuing to support professional local arts communities. This is demonstrated through hosting yearly exhibitions by arts organizations, such as the Oshawa Art Association and Oshawa Seniors' Association that see annual growth in participating artists from the region. Another example is annual student exhibitions with the Durham District School Board and the Durham Catholic District School Board that give young emerging artists their first opportunity to present work in a professional gallery setting. While these exhibitions have been put on hold, we are committed to their continuation and have ongoing dialogue with our partners.

These opportunities situate the RMG as an arts leader and mentor in the region, and increases visual literacy across communities, particularly at a time when schools are cutting enrichment and arts programs, and professional development programs are scarce.

Programming

Respected on the national landscape, and as the premiere gallery in the Durham Region, the RMG is a unique cultural catalyst. We support the creative and critical empowerment of artists and audiences. We believe exceptional programming is developed in a spirit of collaboration.

We facilitate inclusive and accessible conversations through the arts:

- to encourage people to experience the world;
- to activate new perspectives, ideas, and connections; and
- to expand our community through relationship building.

Exhibitions and Permanent Collection

The Permanent collection includes nationally significant modern Canadian abstraction, the largest holding of works by Painters Eleven in the world, an expanding collection of contemporary art, and public art. Though this is the founding core of our collection, the RMG is also dedicated to collecting with intention in order to reflect the diverse voices and contemporary issues that make up the continuing story of Canadian art, including that of our local community. We work to build public pride in the collections.

The collection is a distinct legacy of the McLaughlin Family and history of Oshawa, a history that we both honour and uphold. The RMG also holds works by internationally recognized artists like Emily Carr, Lawren Harris, David Hockney, and Andy Warhol.

In 2020 and early 2021, the RMG audited the collection to identify gaps in traditionally under-represented artists at collecting institutions. Our ongoing priorities for acquisition include:

- Significant Canadian art that is undeveloped or under-developed in the collection
- Painters Eleven
- Significant artists from Durham Region
- Historical/Contemporary work by equity deserving artists

All acquisitions go through a rigorous process and evaluation. The Acquisitions Committee and Board of Directors approve all works of art before formal accession into the collection.

The Thomas Bouckley Collection, which represents an archival photographic record of Oshawa and the region, is a vital link in connecting the community with stories of our past. The Bouckley Collection figures prominently in engagement outreach with regular talks and tours at various venues in the community. Partnerships with the Oshawa Museum, Oshawa Public Libraries, and Oshawa Senior Citizens Centre 55+ result in ongoing projects. This collection is built annually through community partnerships. In 2021, we partnered with Community Development Council of Durham to capture experiences of newcomers to the Region, which are now part of this archival photography collection.

Annually, the RMG presents a changing schedule of relevant exhibitions by artists of national and international significance that tackle contemporary issues facing our communities. Particular focus is placed on artists from equity deserving communities.

We collaborate with Canadian public galleries in producing travelling exhibitions and publications that circulate throughout Canada. This type of collaboration generates revenue and assists us in reducing costs while accessing artists and programs that would typically not be available to our audiences. Similarly, we are able to support the touring of local artists to other regions in Canada.

The RMG is committed to the creativity and contributions of local and regional artists. We create opportunities for the artistic community through curating exhibitions of their work or engage in particular projects that highlight collaborations with local artists and curators.

Learning and Engagement

The RMG community is an inclusive, warm, and friendly home of animated spaces that support creative learning in unexpected ways. 21st Century Learning practices are holistic throughout the RMG, where celebrating different voices, contributing to well-being, and co-creating are at the heart of what we do.

Our programming is designed to activate new perspectives, ideas, and connections by being open, taking risks, and peaking curiosity. We are committed to exploring the interdisciplinary role of art, sharing stories and meaningful contemporary ideas within our artworks.

Our Homeschool Program offers art classes to families who fulfill the art curriculum expectations at home, a service expanding with the onset of the pandemic. Conducted three times a year for an 8-10 week duration, this highly sought after program has consistently had full class enrollment. Expanded to add a youth class—fully subscribed.

Accessible For All

We remain steadfast in our commitment to admission and a wide range of programming opportunities to be free and accessible for all. This includes in-person and digital experiences in 2021 and 2022:

- Personalized exhibition tours on weekends for any visitor (in-person)
- Ontario Power Generation (OPG) Second Sundays for families (in-person and digital)
- RMG Fridays (will return...soon we hope!)
- Exhibition openings (in-person and digital)
- Friday Frames sessions for schools (digital)
- Artists talks and panel discussions (digital)

In summer 2021, the RMG conceived of, developed, and delivered *Durham's Camp in a Box*. Working with 20 other community and cultural organizations, the RMG assembled 500 summer camp boxes filled with activities and experiences related to art, physical well-being, the environment, and play. Each box contained 12 activities and were distributed through Feed the Need Durham to their partner agencies. A total of \$37,798 was raised for the project with funds distributed to each participating organization. Organizations who received the boxes had this to say:

"The boxes were a fantastic way to help encourage new clients to come out to the program. Each family was able to not only receive the camp box, but also get connected with ongoing supports" – CAREA Community Health Centre

This project is a perfect example of how the RMG sees its role in the community. We want to build connections, and offer meaningful experiences through art. Together, we can not only do more, we can also go further to support those who need it most.

Volunteer Impact

Volunteers are a vital asset and generally support all areas of gallery operations. We ensure volunteers are in meaningful roles aligned with their preferences and desires. Volunteering provides an opportunity for socialization, particularly for seniors or others who may feel isolated. While we have had limited onsite volunteer opportunities during the pandemic, we've continued to keep in touch with our volunteers to support wellbeing.

The RMG also hosts a number of internships supported by Canada Summer Jobs and Young Canada Works to help grow knowledge and skills in emerging arts professionals.

3. 2021 Accomplishments

Our 2021 Accomplishments are categorized by the Agency Objectives stated in our 2021 Business Plan presented to Council. These initiatives aligned with the City of Oshawa’s five strategic goals as stated in more detail in the 2021 Business Plan. They also support the RMG’s strategic and enabling priorities.

Agency Objective 1 - Empower Artists

<i>The RMG will continue to support and work with artists as navigators of complex issues impacting our society and local community.</i>	
Strategy	Result
Develop exhibitions that promote social justice	Provided virtual artist residencies that culminated in a disability arts exhibition in partnership with Tangled Art + Disability curated by Carmen Papalia
	Presented a new body of work by Will Kwan in <i>Terra Economicus</i> which explored ongoing impacts of colonization, land use, and resource extraction
	Developed project in relation to <i>Like the Winter Snow</i> exhibition on Indigenous language revitalization called “Mother Tongue” to engage local Indigenous communities

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Strategy	Result
Support and provide platform for local and emerging artists	Held community consultation session with local and regional artists on development of online Artist Hub and how the RMG can better support and serve artists
	Commissioned local artists to develop items for sale in the RMG Shop and RMG branded content to build civic pride
	Retrospective exhibition of work by Bowmanville artist Ron Eccles, who has strong local links and audience
Raise awareness of artistic practice digitally	Hosted a number of artist talks, panel discussions, and hands-on making events virtually
	Moved RBC Emerging Artist residency online. Jaspal Birdi held an engaged collective Google jamboard session in lieu of this happening live in the onsite space
	Launched eight online exhibitions

Agency Objective 2 - Contribute to a Flourishing Cultural and Civic Landscape

We will work together with our communities to co-create, forge new and deepen existing partnerships, and be responsive to events impacting our local audiences.

Strategy	Result
Develop modes of program delivery digitally to remain accessible	Offered a variety of school programming digitally including pre-recorded learning sessions and the Friday Frames series, a free, weekly session for educators, parents, and classrooms

We will work together with our communities to co-create, forge new and deepen existing partnerships, and be responsive to events impacting our local audiences.

Strategy	Result
	<p>Transitioned onsite events to online modes of delivery</p> <p>Launched Virtual RMG to house all digital content including programs, exhibitions, publications, and hands-on making opportunities. All free to access.</p> <p>Secured Ontario Trillium Foundation grant to redevelop our website for a better user experience</p>
Forge new and deepen existing partnerships	<p>Deepened partnership with Bawaajigewin Aboriginal Community Circle through National Indigenous History Month co-programming and development of Indigenous language revitalization project</p> <p>Developed partnership with Womxn of Colour Durham Collective (WOCDC) a group of young, women of colour across Durham region. Community exhibition will open in winter 2022</p> <p>Partnered with 20 organizations on the Durham Summer Camp in a Box project; 15 were new to the RMG</p> <p>Created Culture Chats, a series of weekly sessions with the other External Agencies in Oshawa every Friday at lunch time as a free offering for our community</p>
Increase number of RMG members and broader community support	<p>Developed 'Preferred Partners' program with downtown businesses for our members, highlighting one partner with each members' newsletter to support our downtown area</p> <p>Launched 'You Belong Here' as our new membership program and gained new philanthropic member support</p>

We will work together with our communities to co-create, forge new and deepen existing partnerships, and be responsive to events impacting our local audiences.

Strategy	Result
Create an outdoor programming space	With additional significant support from the City of Oshawa, a fence was installed behind the RMG to facilitate programming and improve feelings of safety and security

Agency Objective 3 - Deepen a Holistic, Integrated and Purposeful Approach to the RMG's Work

We will engage our communities with openness and support, amplifying underrepresented voices and removing barriers to the arts experience. Universal accessibility is a common thread that guides us to make the gallery experience available to as many people as possible.

Strategy	Result
Continue to increase accessibility through participation, ease of use and understanding	An internal Access Team was developed across functionalities to ensure initiatives had objectives, timelines, and a staff person responsible
	Funding of \$100,000 received from ESDC Enabling Accessibility Fund for additional physically accessible doors and other minor furniture and equipment purchases
	After evaluating the installation of a permanent ramp to the RS McLaughlin Gallery, it was going to be costly and structurally challenging to achieve. This will be considered as part of a wider facility improvement with a 10 year horizon
	Interpretive tools implemented, such as 360 digital tours, to promote access and understanding for visitors
Work towards an equitable organization	A collections audit was completed to understand the representation of equity deserving groups (women, LGBTQ2S+,

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Strategy	Result
	Indigenous, Black, and People of Colour). The Collections Management Policy was refined with this research and knowledge in mind.
	Developed an Equity Action Plan, which is continually updated by staff and reported to the Board of Directors
	Indigenous Cultural Awareness Training and Equity, Diversity, Inclusion and Anti-Oppression Training for all staff and Board
	Completed annual policy review with considerations of equity; developed a specific Equity Policy
Continue to develop partnerships for permanent collections exhibitions	Continued to work with AIDS Committee of Durham Region and their Camp Rainbow Phoenix for contributions to the Thomas Bouckley Collection to collect and preserve the experiences of LGBTQ2+ communities.
	Developed partnership with Community Development Council of Durham to document the experience of newcomers to Durham. Photographs will become part of the Thomas Bouckley Collection.

Agency Objective 4 - Build Resilience and Adaptive Capacity

We will establish sustainable ways of working through considered resource allocation and increased focus on fundraising and other revenue generation. We will be responsive and evolve to meet emerging trends and issues.

Strategy	Result
Establish permanent Development role and fundraising strategy	Hired full-time, permanent Development + Membership Lead in January 2021

We will establish sustainable ways of working through considered resource allocation and increased focus on fundraising and other revenue generation. We will be responsive and evolve to meet emerging trends and issues.

Strategy	Result
	Developed a fundraising and membership growth strategy for 2021 with clear objectives
Enact new Investment & Endowment Policy	Budgeted for draw from invested funds in-line with revised Investment & Endowment Policy established in 2020. This smoothed out draw at 3% will be sustainable and better for organizational planning
Enact digital strategy	Secured \$150,000 from Ontario Trillium Foundation for website redevelopment working with Puncture Design; launch in March 2022
	Consulted with local artists and arts organizations on the development of an online portal. A specific area for artists is being developed for the new website.
	Continued online programming throughout 2021, even during periods of being open to the public.
Refine organizational structure and capacity	All organizational policies reviewed and revised to ensure compliance and consistency with practice
	Organizational chart and structure refined to better support areas of growth. The staff team is as lean as possible to continue to offer quality and consistent programming.
	Worked closely with Facility Management Services for necessary capital improvements to HVAC and humidification systems to safeguard and care for the collection

Agency Objective 5 - Build Affinity

<i>The RMG will focus on new relationships with donors and supporters, researching prospects, and identifying community ambassadors to motivate others to invest resources in the RMG. We will learn more from our audiences.</i>	
Strategy	Result
Increase financial support through donor relationships	Received funding from lapsed or new donors: Ontario Trillium Foundation, TD Bank, Durham Community Foundation
	Developed a prospect chart and pipeline to ensure increased support from corporations and foundations to diversify funding
Build base for philanthropic membership giving	Recruited members at philanthropic levels (<i>Abstracts, Painters 11 and Upstarts</i>)
Evaluate the onsite visitor experience	Continued to work on way to gather audience feedback. As we were closed for a large portion of the year, this was largely done through a digital survey.
	Plans for artist light boxes installed at the front of the gallery completed in consultation with Facility Management Services
Use storytelling as core communications strategy	Showcased staff and volunteer stories on social media to build sense and feeling of welcome and a more personal approach
	Focused on sharing stories from artists, particularly emerging artists participating in the RBC Artist Incubator Lab. This provided a great platform for artists building their careers.

SWOT Analysis

Strengths

- Ability to adapt and pivot to meet the changing needs of our community whether it be responding to the pandemic or societal events
- Recognized as a community gathering space for all to engage in art
- A track record of achieving our goals and taking action on our objectives to support our values and mission
- Collaborates regularly for greater impact, such as the Culture Chats @ Lunch series and Durham's Summer Camp in a Box project
- Strong governance through our Board of Directors and Leadership Team
- Robust financial planning and infrastructure with increased transparency, strong management, and accountability
- Support from the City of Oshawa, in particular Facility Management Services, on capital projects such as the HVAC replacement to protect the collection, the replacement of our front steps, and installation of a fence behind the building
- Strong evaluative tools, facilitating organizational learning and guiding growth
- Dedicated, empathetic, skilled, and diverse staff team
- A team culture that focuses on and embodies accountability, kindness, care, and openness
- Expansive purpose-built facility supports programming and holds an important and expanding collection of modern and contemporary art
- Community partnerships and socially engaged exhibitions increase awareness of contemporary art and the RMG, and explore urgent issues facing our communities
- Commitment to equitable access by breaking down barriers to the arts for all
- Building capacity through increased funds raised to bolster our programming and improve core elements such as physical access and our website

Challenges (Weaknesses)

- The reduction and elimination of a \$133,000 accumulated deficit during a time when our agency generated revenues have experienced a 75% decline and unknown government support on the horizon
- Market fluctuations can have a significant impact on our externally restricted endowed funds
- Uncertainty over return of visitors and program participants is seeing a sharp decline in visitors to the Gallery and no program participants
- Rebuilding agency generated revenue through venue rentals, classes, and events when many people still uncomfortable participating in-person

Opportunities

- Continuing to build on our fundraising capacity and strategy. This work takes time to build and see significant results, and we are committed to making it happen.
- Developing collaborations and partnerships with UOIT, Trent University and Durham College to raise awareness of the RMG, increasing visitation, and enhance student life experience and reputation of “university town”
- Working with new community partners and strengthening and deepening relationships
- Raising awareness of the RMG locally, regionally, and nationally to build pride in our City, as well as our future as a hub for contemporary and community-engaged arts practice.
- Continue enhancing the RMG’s presence in the virtual space with increased digital programming and capacity through a new website.
- Providing more support for local and regional artists

Threats

- Deficit reduction limits resources until end of 2023 when fully repaid as per our deficit reduction plan
- Uncertainty about COVID-19 recovery and operating funding from government and arts councils
- Loss of hospitality revenue as venue rentals see a stark drop in bookings
- Loss of schools, workshops, courses, and camp revenues due to the pandemic
- Continued operating budget pressure from repairs and facility maintenance of a building with systems and functions that are nearing the end of their lifecycle.

Within each of the challenges, we see opportunity. Within each of the threats, we see resilience. Our strengths and opportunities give us the adaptive capacity to adjust our operating model and reimagine how we best serve our local community. This means letting go of some assumptions of what an art gallery does and focusing not just on the preservation and presentation of collections, but on the programming and connections that provide relevance to our audiences.

4. Objectives

Strategic Priority Mapping

The goals articulated in the City’s plans are essential markers in all planning at the RMG.

RMG Priorities	Oshawa Strategic Plan	Culture Counts
Empower Artists	<ul style="list-style-type: none"> - Social Equity (Enrich our Community Through Diversity) - Cultural Vitality - Accountable Leadership 	<ul style="list-style-type: none"> - Strengthen Communication in the Arts, Culture and Heritage Sector - Broaden and Evolve the City’s Role in Arts, Culture and Heritage - Create Vibrant Spaces and Places
Contribute to a Flourishing Cultural and Civic Landscape	<ul style="list-style-type: none"> - Cultural Vitality; Social Equity (Enrich our Community Through Diversity) - Accountable Leadership 	<ul style="list-style-type: none"> - Create Vibrant Spaces and Places - Build a Strong, Vital and Connected Art, Culture and Heritage Sector
Deepen a Holistic, Integrated and Purposeful Approach to the RMG’s Work	<ul style="list-style-type: none"> - Social Equity - Cultural Vitality - Accountable Leadership (Deliberate Community Engagement) 	<ul style="list-style-type: none"> - Grow Culture-led Economic Development - Provide Access and Promote Inclusion in Oshawa’s Cultural Life - Build a Strong, Vital and Connected Arts, Culture and Heritage Sector
Build Resilience and Adaptive Capacity	<ul style="list-style-type: none"> - Accountable Leadership - Economic Prosperity & Financial Stewardship 	<ul style="list-style-type: none"> - Grow Culture-led Economic Development
Build Affinity	<ul style="list-style-type: none"> - Economic Prosperity & Financial Stewardship - Social Equity - Accountable Leadership (Deliberate Community Engagement) 	<ul style="list-style-type: none"> - Create Vibrant Spaces and Places

2022 Overview

The RMG has a leading role in Oshawa and Durham as a positive cultural agent of social change working towards an equitable future. We seek to have an important civic impact and provide the citizens of Oshawa with fun, meaningful, arts-inspired opportunities. In 2022 we will enact how we've reimagined our future as part of our strategic planning process and COVID-19 recovery to be a stronger, more relevant organization for our shared community.

Our organizational focus for 2022 is to begin to action the priorities established in our new strategic plan. We will find a balance between onsite and digital engagement. This will ensure we are continuing to serve those who are vulnerable or unable to participate in onsite events and programs. Our digital presence will have a more engaging offering with the redevelopment of our website, for which we were able to secure funding from the Ontario Trillium Foundation.

One major priority will be building supports and opportunities for local artists. We believe in focusing on our local and regional artists and community first, and that this in turn will appeal to those beyond Oshawa and bring them to the City. While our primary community is local, the RMG is a cultural attraction and destination. Our history and collection tell a unique part of Oshawa's history. We instill a sense of civic pride, and can leverage this to help shift perceptions of Oshawa that have developed during the pandemic.

All of our work will be done with a more equitable and socially just society at its core. Exhibitions in 2022 focus on equity deserving groups, we have formed new partnerships and deepened existing ones, and we continue to prioritize this work internally with our staff and Board of Directors.

We will continue to work to strengthen our organizational health and solidify our financial resources. This will include building on the momentum of our fundraising success in 2021, particularly through grants and foundation support, with more membership engagement opportunities and increased corporate support.

The RMG's team culture focuses on accountability, kindness, care, and openness. Our hope is that these values are embodied in everything we do, particularly during this time when we are all feeling the ongoing impacts of the pandemic. Many have turned to the arts for inspiration, well-being, and comfort over the last 18 months. We believe the RMG has played, and will continue to play, an essential role for its community and for the artists we work with and support.

The CEO holds ultimate accountability for the achievement of our strategies and supporting actions. Each department who holds responsibility is identified in the action plan that follows.

Agency Objective 1	Empower Artists	<i>The RMG will focus on supporting local and regional artists, showcasing work by equity deserving artists, and work with artists as navigators of complex issues impacting our local community.</i>	
Relevant City Strategic Goals	<p>“Our Focus, Our Future” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i></p> <p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships</p> <p>Strategy 5. Pursue Sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity- Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community</p> <p>Strategy 4. Continue to engage citizens of all ages</p> <p><i>Goal: Cultural Vitality – Enrich Our Community through Culture</i></p> <p>Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p>	<p>Culture Counts Plan</p> <p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 2.3: Expand Cultural Tourism Locally and Regionally</p> <p>Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 5.3: Increase Spaces and Facilities in which Cultural Activities Occur</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p>	<p>Parks, Recreation & Culture Strategy— VISION 2020</p> <p>Goal F: Increase and Enhance the Profile and Support for Arts and Culture</p>

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Develop exhibitions that promote equity and social justice	Curatorial Development	Mississaugas of Scugog Island First Nation	Tim Whiten retrospective exhibition	Q1-Q2	Confirmed	# of visitors	Onsite exhibitions with digital tours online
		Bawaajigewin Aboriginal Community Circle	Carmen Papalia disability arts <i>Like the Winter Snow and Mother Tongue</i> exhibition on Indigenous languages	Q1	Installed	Enduring community partnerships	3 x public programs for each exhibition
		Durham District School Board	Mike Macdonald exhibition	Q1-Q2	Confirmed	Qualitative audience feedback	
		Durham Catholic District School Board	Annie Macdonnell exhibition	Q3-Q4	Confirmed		
		Durham College Indigenous Student Centre		Q3-Q4	Confirmed		

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Support and provide platform for local and emerging artists	Curatorial	RBC Foundation	RBC Artist Incubator residency and exhibitions are all artists from Durham Region	Q1-Q4	Confirmed	Mentorship of emerging artists	3 x artist residencies
	Visitor Engagement	Oshawa Art Association					Commissioned products
	Learning & Engagement	Womxn of Colour Durham Collective	Exhibition of Womxn of Colour Durham Collection 'HUE' project	Q1	Confirmed	Strengthen local partnerships	Dedicated webpage for artist resoruces
	Communications & Digital Media		Highlight local artists in RMG Shop + commission products	Q1-Q4	Under development	Financial support for local artists	
			Develop dedicated webpage for artists on new website	Q2-Q3	Under development	Increased awareness	
Website redeveloped to provide better user experience for digital engagement	Communications & Digital Media	Puncture Design	Website completely redeveloped with a better user experience	Q1-Q2	Confirmed	# of participants and views	Website completed on time and to budget
	Curatorial	Ontario Trillium Foundation	Digital engagement hosted across the website, not only with VirtualRMG				

Agency Objective 2	Contribute to a Flourishing Cultural & Civic Landscape	<i>We will work together with our communities to co-create, forge new and deepen existing partnerships, and be responsive to events impacting our local audiences.</i>		
Relevant City Strategic Goals	<p>“Our Future, Our Focus” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i></p> <p>Strategy 3. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs</p> <p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships</p> <p>Strategy 5. Pursue sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity- Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community</p> <p>Strategy 2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</p>	<p>Culture Counts Plan</p> <p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.2: Expand Financial Resources from all Sectors to Support Arts, Culture and Heritage</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p>	<p>Parks, Recreation & Culture Strategy— VISION 2020</p> <p>Goal F: Increase and enhance the Profile and Support for Arts and Culture.</p> <p>Strategy F4: Encourage the business community to support arts</p>	

Agency Objective 2	Contribute to a Flourishing Cultural & Civic Landscape	<i>We will work together with our communities to co-create, forge new and deepen existing partnerships, and be responsive to events impacting our local audiences.</i>		
	<p>Strategy 5. Strengthen, expand and recognize the volunteer sector</p> <p><i>Goal: Cultural Vitality- Enrich Our Community Through Culture</i></p> <p>Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p>	Strategy 6.2: Address the Cultural Aspirations of Diverse Communities	and culture initiatives	

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Deliver learning programs onsite and in-person as well as digitally to serve all community members	Learning & Engagement	DDSB	Continue to offer Friday Frames through 2021-22 academic year	Q1-Q3	Confirmed	Refine current offering to respond to teacher/home school needs	Weekly free sessions to end of term
	Communications & Digital Media	DDCSB	Begin to offer outreach sessions in schools and host onsite visits	Q1-Q4	Under development	Engaging online content	10 x sessions delivered
		UOIT OPG	OPG family Sundays hosted digitally in winter months; onsite	Q1-Q4	Confirmed	High caliber experience for onsite/online	Monthly free sessions

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
			in backyard in warmer weather				
			Camps held onsite with smaller cohorts	Q2-Q3	Confirmed		Capacity as per public health
			Continue coordination and participation in Culture Chats @ Lunch series	Q1-Q2	Under development		12 x sessions from all partners
Forge new and deepen existing partnerships	Curatorial Learning & Engagement	Mississaugas of Scugog Island First Nation	Inspired by exhibition programs and connections to artists, deepen relationships with equity deserving communities	Q4	Ongoing	Strengthen our existing partnership	10 x partnerships deepened
		Bawaajigewin Aboriginal Community Circle	Host important civic conversations that bring together speakers from across disciplines	Q2	Under development	Develop new partnership and understanding of how we can serve and support the Black community	2 x new partnerships
		Womxn of Colour Durham Collective					
		OSCC55+					
		Community Development Council of Durham					

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Increase number of RMG members and broader community support	Development & Membership	Current RMG members	Increase total membership base	Q1-Q4	Confirmed	Number of members renewed and acquired	400 RMG members (growth from 213)
	Visitor Engagement	Organizational and community partners	Continue to build 'You Belong Here' membership brand	Q2-Q4	Under development	Increased broad community support	5 x member profiles online
			Foster broad community support through storytelling and membership profiles on the website	Q2-Q3	Under development		

Agency Objective 3	Deepen a Holistic, Integrated and Purposeful Approach	<i>We will engage our communities with openness and support, supporting equity deserving groups, and removing barriers to the arts experience.</i>	
Relevant City Strategic Goals	<p>“Our Future, Our Focus” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship – Responsible Taxation</i></p> <p>Strategy 3. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs</p> <p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships</p> <p>Strategy 5. Pursue sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity – Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community</p> <p>Strategy 2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</p> <p>Strategy 3. Continue to strive to be a barrier-free community</p> <p>Strategy 5. Strengthen, expand and recognize the volunteer sector</p>	<p>Culture Counts Plan</p> <p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 2.3: Expand Cultural Tourism Locally and Regionally</p> <p>Strategy 3.2: Increase Community Awareness and Promotion of Cultural Resources</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts, Culture and Heritage</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p>	<p>Parks, Recreation & Culture Strategy—VISION 2020</p> <p>Goal F: Increase and enhance the Profile and Support for Arts and Culture</p> <p>Strategy F4: Encourage the business community to support arts and culture initiatives</p>

Agency Objective 3	Deepen a Holistic, Integrated and Purposeful Approach	<i>We will engage our communities with openness and support, supporting equity deserving groups, and removing barriers to the arts experience.</i>	
	<p><i>Goal: Cultural Vitality – Enrich Our Community Through Culture</i></p> <p>Strategy 1. Work with the community to implement Culture Counts – the Arts, Culture and Heritage Plan</p>	Strategy 6.2: Address the Cultural Aspirations of Diverse Communities	

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Continue to increase accessibility through participation, ease of use and understanding	Curatorial	Tangled Art + Disability	Complete access improvements to doors and other equipment/furniture purchases	Q1-Q2	Confirmed	Increased physical accessibility	Project completion
	Visitor Engagement & Facilities	Brain Injury Association of Durham	Embed work and practice of internally established Access Team following disability arts exhibition	Q1-Q4	Confirmed	Increased funding for access initiatives	Organizational standards for interpretation
	Learning & Engagement	City of Oshawa	Enact interpretative approach to ensure intellectual access for all	Q1 – Q4	Under development	Deeper understanding of access issues in working with people of all abilities on program development	Access Team meets quarterly and reaches goals in action plan
	Communications & Digital Media	ESDA Enabling Accessibility Fund					

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Work towards an equitable organization	Curatorial	Organizational and community partners	Continue monthly staff-led conversations on equity	Q1-4	Confirmed	An equitable approach to all of the RMG's work	Acquisitions support new strategy
	Communications & Digital Media		Embed Equity Action Plan in Operations Plan	Q1	Confirmed	Supporting organizational culture of social justice as an integral part of our work	Refined internal processes
	Development & Membership		Annual review of all policies with an equity lens	Q3	Under development		
	Learning & Engagement						
Visitor Engagement & Facilities							
Continue to develop partnerships for exhibitions	Curatorial	Art Gallery of Peterborough, McMaster Museum of Art	Integrate community partners in exhibition development and co-creation	Q1–Q4	Under development	Integrated co-creation and co-production	Positive partnerships with qualitative evaluation
	Learning & Engagement	Bawaajigewin Aboriginal Community Council	Onsite display of <i>Community Connections</i> in Thomas Bouckley Corridor with newcomer experiences	Q2	Confirmed	Onsite exhibition after online in 2021	
		Mississaugas of Scugog Island First Nation	Gallery A exhibition of Womxn of Colour Durham Collective's 'HUE' project	Q1	Confirmed		

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
		<p>AIDS Committee of Durham</p> <p>Community Development Council of Durham</p> <p>Womxn of Colour Durham Collective</p> <p>Durham College</p>	Host Durham College photography and thesis exhibitions	Q1 & Q3	Confirmed		

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Agency Objective 4	Build Resilience and Adaptive Capacity	<i>We will establish sustainable ways of working through considered resource allocation and increased focus on fundraising and other revenue generation. We will be responsive and evolve to meet emerging trends and issues.</i>					
Relevant City Strategic Goals	<p>“Our Focus, Our Future” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i></p>	<p>Culture Counts Plan</p> <p>Strategy 1.3: Increase and Communicate the City’s Financial Support for Arts, Culture and Heritage</p>				<p>Parks, Recreation & Culture Strategy— VISION 2020</p>	

Agency Objective 4	Build Resilience and Adaptive Capacity	<i>We will establish sustainable ways of working through considered resource allocation and increased focus on fundraising and other revenue generation. We will be responsive and evolve to meet emerging trends and issues.</i>		
	<p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships Strategy 5. Pursue sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity- Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community Strategy 2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population Strategy 3. Continue to strive to be a barrier-free community Strategy 4. Continue to engage citizens of all ages Strategy 5. Strengthen, expand and recognize the volunteer sector</p> <p><i>Goal: Cultural Vitality- Enrich Our Community Through Culture</i></p> <p>Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p>	<p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 2.3: Expand Cultural Tourism Locally and Regionally</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts, Culture and Heritage</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p>	<p>Goal F: Increase and Enhance the profile and Support for Arts and Culture</p>	

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Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Enact fundraising strategy to diversify revenues and increase membership revenues	Development & Membership Lead	Fundraising Committee	Focus on prospect development, establishing a donor pipeline, and ensuring sponsors for all major exhibitions and learning initiatives	Q1-Q4	Under development	Established systems and processes	50% increase in number of prospects; 40% increase in foundation + corporate giving
			Complete actions associated with fundraising strategy	Q4	Under development	Completed actions	Use as base to establish 3 year strategy
Implement new venue rental and hospitality strategy	Visitor Engagement & Facilities	Contract caterers	Revise hospitality offerings to ensure compliance with public health measures that maximizes revenue	Q1-Q2	Confirmed	Clear, enticing offer for potential clients	70% increase in number of bookings
			Market analysis of similar venues to establish new pricing structure and partnerships	Q1	Confirmed	Attractive rates that maximize revenue	50% increase in venue rental revenue
Complete new website	Communications & Digital Media	Puncture Design	Complete new website with integrated e-commerce and greater focus on donations and memberships	Q2	Confirmed	User friendly website that is fully accessible and highlights revenue streams	Launch of website

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Target local and regional tourists through partnerships	Communications & Digital Media	Durham Region Tourism Office	Work in partnership with Pickering Museum Village on funded projects to promote regional tourism	Q1-Q2	Confirmed	Number of partners involved in project	Completed project and new partnerships developed
	Visitor Engagement & Facilities	Central Counties Tourism Pickering Museum Village	Continue to raise awareness, seek funding for tourist initiatives, and participate in regional events to drive visitor traffic	Q1-Q4	Under development	Tracking of visitors implement	20% increase in local and regional tourist visitors outside of Oshawa
Elevate Google Art + Culture platform to reach an international audience	Curatorial Communications & Digital Media	Google	Develop our Google Art + Culture project focused on the permanent collection, specifically Painters 11	Q1-Q3	Confirmed	Number of projects completed Number of users engaged	Complete one project and begin development of second Reach international audience through platform participation

Agency Objective 5	Build Affinity	<i>The RMG will focus on building relationships with donors, members, and supporters. We will identify community ambassadors to motivate others to get involved at the RMG. We will learn more from our audiences.</i>	
Relevant City Strategic Goals	<p>“Our Focus, Our Future” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship – Responsible Taxation</i></p> <p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships</p> <p>Strategy 5. Pursue sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity- Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community</p> <p>Strategy 2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</p> <p>Strategy 3. Continue to strive to be a barrier-free community</p> <p>Strategy 4. Continue to engage citizens of all ages</p> <p>Strategy 5. Strengthen, expand and recognize the volunteer sector</p> <p><i>Goal: Cultural Vitality- Enrich Our Community Through Culture</i></p>	<p>Culture Counts Plan</p> <p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 2.3: Expand Cultural Tourism Locally and Regionally</p> <p>Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 4.4: Conserve and Celebrate Oshawa’s Rich History and Heritage</p> <p>Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p>	<p>Parks, Recreation & Culture Strategy— VISION 2020</p> <p>Goal F: Increase and Enhance the profile and Support for Arts and Culture</p> <p>Objective F.3 To increase the scope and promotion of community and cultural heritage events and activities</p> <p>Goal H: Establish Oshawa as a</p>

	<p>Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p>		<p>Tourist Destination</p> <p>Objective H.1: To establish tourism as a more significant focus for the City</p>
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Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
<p>Deepen partnerships with post-secondary institutions in Durham</p>	<p>Curatorial</p> <p>Communications & Digital Media</p>	<p>Ontario Tech</p> <p>Trent University Durham Campus</p> <p>Durham College</p> <p>TeachingCity</p>	<p>Develop digital public art tour with augmented reality in partnership with DC and TeachingCity</p> <p>Work with Trent U on capstone research project on reaching students and youth in Durham</p> <p>Continue to host interns and work placements as able</p>	<p>Q1-Q3</p> <p>Q1-Q2</p> <p>Q1-Q4</p>	<p>Under development</p> <p>Confirmed</p> <p>Under development</p>	<p>Public art tour available for community</p> <p>Research on 18-25 demographic</p> <p>Number of interns</p>	<p>Digital public art tour completed and sustainable</p> <p>Compiled research on key demographic to grow</p> <p>4 x interns</p>

Strategy	Responsibility	Supporting Partners	Actions/Outcome	Timing	Status	KPI	Target
Evaluate the onsite visitor experience with public health measures in place	Visitor Engagement & Facilities		Embed visitor surveys and research into our practice based on current Learning & Engagement evaluation models	Q2-Q4	Confirmed	Brief and informative visitor surveys	30 x visitor surveys per month
			Based on evaluation, implement changes or suggestions from visitors	Q3-Q4	Under development	Refined visitor service and engagement	Increase in visitor satisfaction by YE
Use storytelling as core communications strategy	Communications & Digital Media	Organizational and community partners	Collect and share stories from artists, members, participants and visitors	Q1-Q4	Under development	Engaging and inspirational stories shared	12 x stories shared
			Focus on personal approach of RMG to our community by showcasing staff and volunteers	Q1-Q4	Confirmed	Staff and volunteers more accessible to community	12 x stories shared

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5. Resource Requirements

The RMG 2022 budget request amounts to a 2% increase of \$16,592 in grant support from the City of Oshawa.

This reflects operating cost increases in the following areas: Utilities, Professional Fees, Personnel salaries, and inflationary program increases. With no increase in 2021 for inflationary costs, this increase is vital to continuing our work and support our staff.

The RMG is consistently successful in obtaining operating support from granting agencies such as the Canada Council for the Arts and the Ontario Arts Council, this only accounts for 10% of our grant revenue. While we are often eligible and successful for project funding from the Department of Canadian Heritage's Museums Assistance Program and Ontario Trillium Foundation, this support is sporadic and inconsistent year over year. We leverage City support to expand our funding opportunities nationally and in turn, ability to deliver impactful community work and projects.

We are grateful for the City's recognition of our wide-reaching purpose and role in the community. Oshawa City Council has boldly demonstrated its belief and support in the impact art and culture can make in the community, and its contributions to economic development. Council support also shows to all taxpayers that the way forward for Oshawa is about prioritizing education and life-long learning; embracing diverse economic drivers; moving towards social equity; and nurturing vibrant, cultural community assets like the RMG.

6. Conclusion

The RMG is a civic gem, a point of pride for Oshawa residents, and a gallery worthy of regional and national recognition. Our vision is to see arts and culture flourish in Oshawa and Durham region, and we are grateful for the City of Oshawa's support of and collective belief in this objective.

Over the last four years of our strategic plan *Forging Change through Connection and Creativity*, the RMG has experienced tremendous growth. From the onset of the COVID-19 pandemic, we have continued to adapt and ask ourselves two key questions: how can we support the work of artists and how can we support the wellbeing of our community? Many have turned to the arts for inspiration, well-being, and comfort over the last 18 months. We believe the RMG has played an essential role for its community and for the artists we work with and support.

The City of Oshawa is *dedicated to serving our community*, and as per the community vision Oshawa will be a *prosperous, collaborative, vibrant, inclusive and green city where people and businesses are proud to live, work, learn and play*.

The RMG is an incredibly proud part of Oshawa, and actively contribute to:

- Prosperity through our success attracting artists and delivering engaging learning programs
- Collaboration through our partnerships with community organizations, schools, and local artists
- Vibrancy through our ever-evolving digital and onsite programming
- Inclusivity as we grounding our work in the belief that our mission and vision are only achievable with diversity, equity, and justice
- Environmental efforts through our reduction of waste, relationship to the land, support of public art, and partnership to develop an Indigenous garden

The City has a duty to care for its citizens, and the RMG helps to provide that care through contributing to the inspiration, enjoyment, and well-being of our communities. Creatively and culture transforms cities and we look forward to working hand in hand with the City to recover from the impacts of COVID-19.

On behalf of all of the members, volunteers, staff, visitors, participants, and Board of Directors, our sincere thanks for the continued and tremendous support from the City of Oshawa that fund our operations as well as support our facility in order to care for the world class art collection.

The Corporation of the City of Oshawa
2022 Operating Budget
The Robert McLaughlin Gallery

Description	2021 Projected Actuals	2021 Approved Budget	2022 Proposed Budget	2022-2021 Variance \$'s	2022-2021 Variance %
Personnel Costs	882,224	831,825	859,698	27,873	3.4
Program and Office Supplies	35,845	41,846	41,632	(214)	(0.5)
Professional Services	454,480	387,359	434,670	47,311	12.2
Maintenance and Repairs	142,125	161,362	137,668	(23,694)	(14.7)
Utilities	164,509	166,457	171,679	5,222	3.1
Canadian Emergency Wage Subsidy	(77,341)	-	-	-	
Canada Council for the Arts - Emergency Funds	(21,200)	-	-	-	
Agency Generated Revenue	(751,915)	(742,658)	(799,156)	(56,498)	7.6
City of Oshawa Grants	(829,599)	(829,599)	(846,191)	(16,592)	2.0
Total Robert McLaughlin Gallery	(872)	16,592	-	(16,592)	(100.0)

Variance Explanations:

Personnel Costs: Increased wages and payroll expenses for internships with Young Canada Works and Canada Summer Jobs, off-set by grants from each agency

Professional Services: Reduced 2021 expenses due to expected revenue loss

Maintenance Repairs: Reduced 2021 expenses for security guard coverage during COVID-19 related Gallery closures

Utilities: Expected inflationary increases for 2022

Agency Generated Revenues: Expected gradual increases for 2022 revenues re: COVID-19 recovery