

2017 Organizational Plan

1. Statement of Purpose and Values

The Robert McLaughlin Gallery is dedicated to sharing, exploring and engaging with our communities through the continuing story of modern and contemporary Canadian art.

Our core values are:

- We value art and culture in all its forms.
- We provide a platform for creative thinking and ideas.
- We champion and empower learners of all ages.
- We foster an environment of inclusivity and collaboration.
- We demonstrate integrity and excellence in everything we do.
- We balance artistic objectives with fiscal responsibility.

The Robert McLaughlin Gallery (RMG) approaches our mission through the framework of a five-year strategic plan. The plan, now in its fourth year, was crafted in early 2011 and was created to build upon the rich and impressive history of the RMG, while looking forward to secure the gallery's organizational and artistic capacity as a dynamic and sustainable institution that enriches the City of Oshawa.

The visitor experience is central to our strategic plan. We are committed to developing programs that connect with our audiences, generate a shared experience, and contribute creatively to bettering our community. The plan objectives also reflect our vision that the gallery can play a larger role within society as an important economic and cultural piece of Durham's ever-growing social fabric. We believe the RMG can be a catalyst for social change in our community; launching creative opportunities and collaborations as it unites people in sharing a proud cultural identity.

The 2017 plan continues 2016 efforts to stabilize and strengthen operational foundation upon which to begin the RMG's exciting new phase of transformation.

The RMG is unique in that our reputation, and therefore that of the City of Oshawa's reputation, extends nationally as we collaborate with other communities, public galleries and stakeholders across Canada.

Strategic Priorities

In order to achieve the vision that drives our institutional practices and decision-making, we have focused on seven strategic priorities. In addition, we have ensured that our core values and priorities align with the City of Oshawa's five goals as outlined in the Oshawa Strategic Plan "Our Focus, Our Future". As an important external agency, we share and

support the City's vision of creating a culturally vital community that benefits intellectually, aesthetically and economically from the gallery's role and contributions. Because of this, the RMG was very active in helping shape the City's Arts, Culture and Heritage Plan, Culture Counts and continues to serve on the Cultural Leadership Council. The goals articulated in the City's plans are important markers in all future planning at the RMG.

RMG Strategic Priorities Aligned with the City of Oshawa

1. **Engage Community** (Oshawa Strategic Plan- Social Equity, Cultural Vitality, Accountable Leadership; Culture Counts-Broaden and Evolve the City's Role in Arts, Culture and Heritage; Build a Strong, Vital and Connected Art, Culture and Heritage Sector; Provide Access and Promote Inclusion in Oshawa's Cultural Life)
2. **Shape and Grow the Collection** (Oshawa Strategic Plan- Cultural Vitality; Culture Counts- Create Vibrant Spaces and Places)
3. **Achieve Financial Stability** (Oshawa Strategic Plan- Economic Prosperity; Culture Counts- Grow Culture-led Economic Development)
4. **Enhance Gallery Profile** (Oshawa Strategic Plan- Social Equity, Cultural Vitality, Accountable Leadership; Culture Counts- Strengthen Communication in the Arts, Culture and Heritage Sector)
5. **Re-Imagine Spaces** (Oshawa Strategic Plan- Economic Prosperity, Social Equity, Environmental Responsibility; Culture Counts-Create Vibrant Spaces and Places)
6. **Strive for Continuous Improvement** (Oshawa Strategic Plan-Economic Prosperity, Social Equity, Cultural Vitality, Environmental Responsibility, Accountable Leadership; Culture Counts-Broaden and Evolve the City's Role in Arts, Culture and Heritage;)
7. **Celebrate Our Legacy at 50** (Oshawa Strategic Plan- Cultural Vitality; Culture Counts- Build a Strong, Vital and Connected Art, Culture and Heritage Sector)

Historical Background

The founding of The Robert McLaughlin Gallery is due in large part to Oshawa designer, William Caldwell, who held an exhibition of work by local artists in the Oshawa Public Library in 1967. Believing their work deserved more serious attention; he organized the artists to establish a gallery in a commercial space on Simcoe Street North. Within a very short period, C. Ewart McLaughlin and his wife Margaret (painter Alexandra Luke) offered major financial support and works from her collection toward the establishment of a public art gallery in the City.

The Gallery was incorporated with the name of Robert, founder of the McLaughlin Carriage Company, grandfather of Ewart, and father of Col. R. S. (Sam) McLaughlin (General Motors of Canada). A successful businessperson, Robert had a lifelong enthusiasm for art and was a devoted amateur painter. His granddaughter, Isabel, was an important Canadian artist and

founding member of the Canadian Group of Painters. Alexandra Luke was an important artist linked to the beginnings of abstract painting in Canada and a founding member of Painters Eleven. Because its beginnings are rooted in the aspirations of local artists, the RMG has maintained an interest in and a commitment to the regional artistic community as well as a specific dedication to Painters Eleven.

2. Service Description and Client Identification

The RMG is classified as an External Agency of the City of Oshawa. The gallery 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 Trustees. Regular standing committees of the Board are Executive, Finance, Governance & Nominating, Acquisitions, and Investment. The Trustees 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.

The staff complement remains at 11 full-time staff, while demonstrating growth.

Volunteer Impact

Volunteers and interns represent an important asset through their support of services and contribution of time to revenue-generating projects as well as to administrative and curatorial work. Upon completing Year 5 of the strategic plan, we recorded over **3745 volunteer hours in a 12-month period. This reflects a human resources equivalent of 2 full time employees – a financial savings of approximately \$80,000.**

Audience Engagement

The audiences of the RMG are reflective of the broad and growing demographics of the City of Oshawa. The Gallery also functions as an important cultural and tourist destination in the region, directly and indirectly contributing to the community's growth in jobs and economic development.

Our programming responds to diverse audiences including seniors, students, young families, new Canadians, under-served minorities and young professionals. We are also very responsive to the growth of the student population and see this as an important demographic to engage through events such as RMG Fridays, crowd sourcing exhibitions like "Community Collects", the ACDC Pass (an arts student access pass for Durham College students), and our strong social media reach. The RMG has strategically increased participation and loyalty with a generation of younger audiences who define "belonging" in new terms.

As audiences increasingly have limitless access to global arts and culture through sources like the internet, the role of regional galleries, such as the RMG to tangibly represent and reflect its community is paramount.

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.

The RMG has developed a new professional development program for the creative community, launched in 2016 following extensive renovations and upgrades to the lower gallery levels. The "Art Lab", an artist residency studio that allows the public to connect with artists and witness art making practices and the launch of a new gallery space, "Gallery A" promotes experimentation and artistic growth for those working in Durham Region.

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.

In year 5 of the strategic plan, over 24,000 visitors experienced art through the RMG – a 10% increase year over year.

Exhibitions and Permanent Collection

The RMG is the major art gallery for Durham Region and the largest between Toronto and Kingston. The permanent collection consists of over 4500 works of art including an important collection of modern Canadian abstraction and the largest holdings of works by Painters 11.

The Thomas Bouckley Collection, which represents an archival photographic record of Oshawa and the region, is a vital link in connecting the community with local history. The Bouckley Collection and its curator figure prominently in educational outreach with a widely increased numbers of talks and tours at various venues in the community. In partnership with the Oshawa Community Museum and the Oshawa Public Libraries, the RMG republished Volume 1 of *Thomas Bouckley's, Pictorial Oshawa*.

Annually, the RMG presents current and historical exhibitions by artists of national and international importance. We collaborate with numerous other Canadian public galleries in producing travelling exhibitions and scholarly publications that circulate throughout

Canada. This type of collaboration generates revenue and assists us in reducing costs while accessing artists and programs that would normally not be available to our audiences.

Our exhibition and acquisition policies emphasize 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.

Education and ArtReach

As a vital asset and resource to the community, the RMG contributes enormously by providing enriching, art-based educational facilities and programs. The “Imagination Station”, an in-gallery space for families to make art and play during a visit is a free program connecting families to art and art making in an easy and accessible way.

The RMG offers tours, free OPG Second Sundays for families, workshops, camps, courses, talks, and participates in community-based events off-site to nurture and encourage awareness and appreciation for art to adults as well as children. The RMG tour programs benefit everyone from very young learners, to community organizations including senior centers, the visually and hearing impaired, and at-risk youth.

The **RMG School Program engaged with over 4,200 local and regional students** from the Durham District Public, Catholic, and private schools in 2016. Reaching out into the school communities, the RMG offers “Art on the Move”; an in-school art enrichment program designed to bring hands-on art experiences to schools where funding for transportation is an issue.

Developed in 2007, the Homeschool program offers art classes to families who fulfill the art curriculum expectations at home. Conducted three times a year for 8-10 week duration, this highly sought after program has consistently full class enrollment.

The RMG also fosters continued arts learning by providing three annual scholarships awarded to senior high school and Durham College students studying fine art and design.

ArtReach community programming connects with diverse audiences locally and regionally, and facilitates creative and dynamic art projects and workshops. Utilizing multimedia methods such as filmmaking, animation, photography and partnering with art therapists, designers, and actors to animate, engage and inspire, these participant-specific opportunities are financially supported by the Aleen Aked Endowment. **More 1300 community members participated in RMG’s workshops and classes.**

3. 2016 Accomplishments

Our 2016 accomplishments are categorized by our Strategic Plan Priorities. These initiatives align with past objectives and the City of Oshawa's goals, as they also address financial stability, economic growth, community engagement and ongoing attention to governance and professionalism.

By the Numbers

Total Audience - 24,000+ (+11%)

Total Education Program Participants – 5,500 (+30%)

Total Volunteer Hours – 3745 (+50%)

Total Outreach Participation – 810 (+40%)

2016 Objectives

Stabilize and Strengthen Operational Capacity

Strategic Priority Reference: Achieve Financial Stability & Strive for Continuous Improvement

As we worked to bring increased stability to our financial position, **the RMG turned a critical eye to our financial health late in 2015** and throughout 2016. An exhaustive review of financial structure, systems and processes was undertaken.

In tandem, all relevant granting opportunities were actively pursued, existing fundraising efforts carried out, new fundraising streams explored and earned revenues optimized.

Results:

- **A consolidated finance and administrative staffing structure and new financial reporting model with enhanced analysis, tracking, reporting and controls guided the organization to a successful financial outcome.** Efficiencies and expense control, without impact to quality programming, outpaced significant financial pressures.
- \$195,000 awarded in competitive provincial and federal arts grants in 2016.
- Initial focus on building earned revenue streams resulted in an \$14,000 (70%) increase in venue rental income and a 35% growth in education revenues (+17,000)
- RMG Exposed fundraising event projected to match 2015 net event revenue of \$25,000.
- **AWCCU engaged as a new RMG corporate partner** with an \$11,500 sponsorship of RMG Fridays. OPG continues its enduring support of OPG Second Sundays.

Supporters and Funders

AWCCU

CIBC Wood Gundy

Durham Tourism
Metroland Media
Concrete Contemporary
Ernst & Young
Harex Inc
Henry's
Independent Project Managers
Ontario Power Generation
Pilar's Catering
JMS Audio
Rotary Club of Oshawa
Waddington Auctioneers
Fidelity Investments Canada
KKP Printing
Gervais Party & Tent Rental

GOVERNMENT

The City of Oshawa
The Canada Council for the Arts
The Museums Assistance Program
The Ontario Arts Council
The Ontario Trillium Foundation
Young Canada Works

Board of Trustees Engagement

A dedicated Board committed to our mission and strategic plan outcomes govern the RMG. In 2016, the Board put significant attention to enhancing foundational governance tools and processes.

Results:

- **New tools and resources to support board self-organization and assessment** – i.e. online board portal, annual board activity calendar, board assessment, committee workplan and reporting template.
- A newly designed **Board Orientation process** provides a forum for new Trustees to rapidly ramp up.
- A comprehensive **new CEO position description aligned with an online CEO Assessment** that all members of the board participate in.
- A documented **board recruitment and nominations process** including board job description, roles and responsibilities, recruitment matrix and diversity priority criteria.

2016 Objective

Deepen Community Engagement

Strategic Priority Reference: Engage Community

Expanding Beyond the Gallery Walls

- The new RMG Express tent launched FREE meaningful hand-on art activities into the community in 2016. It popped up at **8 City of Oshawa events** like Culture Squared, the Peony Festival, Canada Day, and Tree Lighting.
- The RMG actively participated in **Oshawa's Roger's Hometown Hockey** with a special hockey lobby exhibition, social media support and VIP venue.
- **Bringing art to the downtown core**, the Core 21 shopfront has become an RMG satellite exhibition venue for lens-based work. **3 art installations** were completed in 2016.
- The RMG collaborated with Oshawa Library and City of Oshawa for the **PokemonGo event**, aligned with a Culture Squared evening.

Create a More Welcoming, Inclusive Experience

- 3 CEO “fireside” chats strengthened connections with key stakeholder groups and helped us to better understand community need and desire. Over 60 people participated in these evenings of conversation, feedback, storytelling and sharing. Local artist of international acclaim, Ron Baird commented, “In 40 years I’ve never been asked for feedback by an art gallery. Thank you.”
- RMG Fridays continued to lead the way as a key community event. The RMG is an important platform for artists and musicians in the downtown core while, creating a social and cultural hub for the community through the enormously popular event series RMG Fridays, held on the first Friday of each month. Economically, RMG Fridays benefits local businesses through partnerships and by drawing people to the downtown after hours.

Previously funded by Ontario Trillium Foundation, **RMG Fridays has found a new corporate partner in AWCCU (Auto Workers Community Credit Union), who have committed to an annual sponsorship of \$11,500.**

- **Artist professional development programming strengthened** with the addition of Crit Crowd, a regular forum for artist critique and Documentation Station, a digital training and support for artists in photographing and digital recording of their work for promotion, exhibition and granting purposes.

Volunteer and Intern Program

Funding from the Ontario Trillium Foundation allowed for professional development training for staff; exit workshops for youth volunteers to assist them in articulating their experiences and core competencies acquired on their resume.

- In 2016, the RMG formed a **volunteer Youth Media Team** to chronicle RMG activities and events through photography and video. This team is gaining valuable experience in high demand media skills, building confidence and enhancing employability.
- **The RMG volunteer army continued to grow.** Volunteers and interns enhanced RMG resources by over 3745 hours.

Initiating Connections, Collaborations and Partnerships

The RMG is taking a leading role in Oshawa and Durham to create and organize partnerships, programs and collaborations that build the creative economy, cross-promote other cultural assets, and encourage inclusive and sustainable services and support for the sector.

Results:

- **5th year of RMG-led ACDC (Access to Culture in Durham Community) membership initiative amongst the RMG, Whitby Station Gallery, Visual Arts Centre Clarington and Parkwood National Historic Site** to increase youth engagement at Durham College with social media component and bundled membership benefits (103 student members)
- **A deepened priority for RMG Fridays is to serve as a catalyst for community partnership.** In 2016 we partnered with The Living Room Art Studio, PFLAG, Durham Pride, O’Neill Collegiate, The Red Hat Ladies, Oshawa Youth Council, Girls Inc., Trent University, UOIT, Durham College, Driftwood Theatre, Dancyn Productions, Paul Paget Graffiti School, Oshawa Opera and the Oshawa Community Museum.
- Stepping beyond traditional arts and culture partnership, the **RMG helped to fuel innovation and economic development** through partnerships with the Community Innovation Lab, Core 21 and Spark Centre.

- Unorthodox programming: **The RMG was the first museum or gallery to bring New York City's Museum Hack to Canada;** The inventive mash-up HipOpera performance paired the Oshawa Opera with Hip Hop artist (who happens to be on the Board of Directors of the Ontario Arts Council!) resulted in raves; The RMG's Yoga in the Gallery and Mindfulness Mondays set the pace for other museums and galleries.
- **RMG Fridays helped to bring profile to local businesses:** Brew Wizards, Brock St Brewery, Oshawa Centre, The Moustache Club, Berry Hill, Three Steps Up. Isabella's, Nourished on the Go, Cupcake Goodness, Maddy and Kiki, Eat my Shortbread were feature partners in the event -- with **many reporting increased business** attributed to their RMG Fridays participation.
- In September, the RMG jumped on board as a **Durham Film Festival partner and film screening location**, along with the Regent Theatre and the St. Francis Centre for Community, Arts and Culture.
- **RMG Shop** has placed enhanced focus on featuring **work by local artists and artisans**, bringing community attention to products created by artists living in their own backyard. In 2017, we anticipate artists living within 100 km's will produce 70% of product.
- Shining a positive light on Oshawa, the **RMG played host to international audiences** thought partnerships with Durham College, UOIT and the Spark Centre. An international academic conference will be on site at the RMG for a segment of the Higher Education in Transformation (HEIT) in November 2016.
- Other **partnerships continue to stimulate a diverse program of multidisciplinary events that increase attendance and resonate with our community.** They include: Doors Open Oshawa, Oshawa Public Library, Oshawa Italian Recreation Club, Rotary Club of Oshawa, AIDS Committee of Durham, Downtown BIA, Oshawa Senior Citizens Centre, Durham Tourism Art of Transition Creative Awards, Community Development Council Durham, Durham Family Court Clinic, Oshawa Community Museum, The Grove School and Pride Durham.

Branding and Identity Positioning

Enhancing our institutional profile and sphere of influence within the civic context is critical to successfully fulfilling our Statement of Purpose. We have prioritized resources to building our social media profile, recognizing that connections with a younger demographic are essential. Additionally, public programming is constantly evolving to adapt to rapid shifts in population diversity, while recent investments in public art, technology and education support economic growth and arts literacy.

From the skeptic or novice to the expert or collector, at the RMG our goal is to meet people for where they are on that spectrum in order to encourage new discussions and ideas about modern and contemporary art.

Results:

- Active staff engaged and represented the RMG and the City of Oshawa as cultural leaders in local, provincial and national forums, including Canadian Art Museums Directors Organization, presenters at Ontario Association of Art Galleries conferences and lectures including; The Canada Council for the Arts; host of Canadian Conservation Institute workshops, Durham College Fine Art Curriculum Committee, City of Oshawa Art and History Committee, MAGEC-D (Museum and Art Gallery Educators Collective of Durham), COCHA (Curators of Canadian Historical Art); Professional Administrators of Volunteer Resources (PAVR-O)
- RMG experienced significant online and social media profile growth
 - 3750 Facebook Fans (+26%)
 - 5760 Twitter followers (+35%)
 - 1750 Instagram followers (+23%)
- Regional coverage in SNAP'd Oshawa, Oshawa This Week, Durham Chronicle, Oshawa Express & Now Magazine.
- **The RMG gained national attention when our shift to self-identified washrooms caught the attention of Canadian Art Magazine.** Their feature article stirred debate and placed the RMG at the forefront of inclusive museum practice.
- National coverage: **All 2016 major RMG exhibitions received “Must See” profile in Canadian Art**, a respected national arts magazine. In addition RMG exhibition programming gained attention in the Globe & Mail, The Toronto Star National Post, Magenta Magazine, Espace, Sculpture Magazine, Border Crossing Magazine.

4. SWOT Analysis

Strengths:

- The RMG is a cultural leader in Oshawa and Durham, creating alliances and connecting partners
- Ambitious and focused strategic plan with staff, trustee and stakeholder buy-in
- Nationally important and valuable collection of modern and contemporary Canadian art

- Public art program increases awareness of contemporary art and is source of civic pride
- Strengthened management team and review financial infrastructure positions the RMG for enhanced sustainability.
- Delivery of relevant programs and exhibitions that connects audience to the community
- Highly respected institution among funders, peers, and the art community nationally
- Agile and responsive to unexpected opportunity.

Challenges (Weaknesses):

- The reduction and elimination of a \$200,000 accumulated deficit with minimal fundraising infrastructure and limited staff capacity.
- Focus on important and valuable major projects and renovations stalled continuous improvement in operational infrastructure. There remains catching up to do.
- Reaching out, attracting and building our local audience and social impact within existing resources.
- Segments of our community view the public art gallery as “not a place for them”.
- Celebrating the RMG’s 50th anniversary in the absence of budgeted funds (due to budget constraints associated with the deficit reduction plan)

Opportunities:

- A strengthened and streamlined business infrastructure has potential to maximize operational capacity.
- An investment in fundraising and the creation of a diverse, expandable fundraising model will help the RMG move toward enhanced individual and public funding.
- Seek out and design low cost opportunities to take meaningful, relevant RMG programming out into the community, building local audience and affinity.
- Collaborations and partnerships with UOIT, Trent University and Durham College enhance student life experience and reputation of “university town”
- Enhanced scope and reach of reputation nationally further entrenches perception of the RMG and Oshawa as the home to Canadian modern art -- and builds pride and support within our community.
- 50th anniversary presents a rare opportunity to build affinity and increase individual giving base.

Threats:

- Operational budget pressure from costly repairs, facility upgrades and maintenance of a building with systems and functions that are nearing the end of their lifecycle
- Potential cuts to operating budget from Federal, Provincial and Municipal funders.

5. 2017 Agency Objectives

The RMG is devoted to offering services and creating opportunities that better our community and create value; value in terms of establishing a sense of community.

The RMG will continue to take a leading role in Oshawa and Durham as a positive agent of social change. In order to serve the citizens of Oshawa in more abundant and meaningful ways, in 2017 we will maintain positive momentum as we continue to strengthen, align and build capacity in preparation for the next phase of RMG transformation.

2017 is a year of celebration. Working with limited resources, we will be clever and put focused effort to leveraging the **RMG's 50th anniversary** as an opportunity to build affinity, increase support and connect with community.

Disciplined attention will continue on **3 key areas**:

1 Deepen Community Engagement

The RMG has a reputation as a respected cultural institution on the national, provincial and local landscape. Activating an art with purpose philosophy, we will invite in and energetically reach out into our diverse communities to deepen our local roots and build social capacity, while maintaining involvement on the broader landscape.

Strategies:

- 1.1 Create a welcoming experience
- 1.2 Expand beyond the gallery walls
- 1.3 Celebrate 50 years of the RMG in Oshawa

2 Stabilize and Strengthen Operational Capacity

A progressive and professional staff team aligned with sufficient and efficient operational resources is crucial to our ability to deliver meaningful programs that engage our diverse audiences and keep current with the City's growing and shifting demographics.

Opportunities exist to strengthen internal operating tools, systems and processes. Deficit reduction will be crucial to attract new funders.

In 2017 we will strive to find opportunities to do more within existing resources as we work to stabilize our financial position.

Strategies:

- 2.1 Continue to define gaps and required improvements in existing operating infrastructure. Outline opportunities to create enhanced efficiency and leverage the use of technology.

- 2.2 Execute the 5-year deficit reduction plan developed in 2016.
- 2.3 Develop a right sized, diverse, expandable fundraising model in order to further organizational goals and objectives, and the RMG's contribution to the City of Oshawa.

3 Plan for 2020

Strategies

- 3.1 Move into a new strategic planning cycle, developing a 2017-2020 strategic plan in partnership with our community and key stakeholders.

<p>Agency Objective 1</p>	<p>1 Deepen Community Engagement <i>Working together with the community</i>, deepen engagement to attract people who traditionally do not go to art galleries.</p> <p>Activating an art with purpose philosophy, we will invite in and energetically reach out into our community to deepen the RMG’s local roots and build social capacity. (ref.RMG Strategic Plan Priority: Engage Community & Re-Imagine Spaces)</p>
<p>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</p>	<p>“Our Focus, Our Future” City of Oshawa Strategic Plan</p> <p><i>4.1 Goal: Economic Prosperity-Assessment Growth</i></p> <ol style="list-style-type: none"> 1. Ensure cost effective and fairly priced quality core programs and services responsive to community needs. 2. Pursue public and private sector funding partnerships and sponsorships to maximize revenue opportunities and reduce costs. <p><i>4.2 Goal: Social Equity- An Inclusive Community</i></p> <ol style="list-style-type: none"> 1. Develop and implement strategies that embrace diversity and strengthen our community and corporation 2. Continue to engage citizens of all ages 3. Strengthen, expand and recognize the volunteer sector <p><i>4.2 Goal: Social Equity- Life-Long Learning</i></p> <ol style="list-style-type: none"> 1. Actively encourage community organizations to expand their capacity to develop and lead local initiatives and strengthen neighborhoods. <p><i>4.3 Goal: Cultural Vitality – Vibrant Arts and Culture</i></p> <ol style="list-style-type: none"> 1. Work with the community to ensure a strategic approach to growing arts and culture sector. 2. Promote and leverage Oshawa’s key arts and culture strengths and assets. 3. Increase public awareness of arts and culture, and associated benefits <p>Culture Counts Plan</p> <p>Strategy 2.1: Leverage Cultural Resources to Support Downtown Revitalization</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 Strategy 4.4: Conserve and Celebrate Oshawa’s Rich History and Heritage Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur Strategy 6.1: Respond to the Cultural Needs of all Ages</p> <p>Parks, Recreation & Culture Strategy, VISION 2020 <i>Goal F:</i> Increase and Enhance the profile and Support for Arts and Culture <i>Objective F.2</i> To establish an Oshawa Arts & Culture Council to represent all aspects of art, culture and heritage and to work together on arts and culture initiatives <i>Objective F.3</i> To increase the scope and promotion of community and cultural heritage events and activities <i>Goal H:</i> Establish Oshawa as a Tourist Destination To establish tourism as a more significant focus for the City</p>			
Strategies	<p>1.1 Create a welcoming, inclusive experience</p> <p>1.2 Expand beyond the gallery walls</p> <p>1.3 Celebrate 50 years of the RMG in Oshawa with, and for the community.</p> <p>.</p>			
Responsibility	Senior Leadership Team (CEO, Finance & Administration Lead, Senior Curator, Communications & Digital Media Lead, Manager Public Programs & Artreach)			
Supporting Partners	Aked Endowment, Oshawa Art Association, Ontario Power Generation, UOIT and Durham College, Trent University, City of Oshawa Cultural Leadership Team, Oshawa Seniors & Camera Club, Core 21, Durham Tourism, downtown businesses and vendors, Durham District School Board, The Living Room, Parkwood Estate, Oshawa Library.			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
STRATEGY 1.1 Continue to create a more welcoming, inclusive experience.			Increased visitation Positive feedback on service levels	10% audience increase (visitation and outreach)
Create and execute a phase 2	Q1-3	Interior	Documented plan is	Plan

plan to animate exterior and reception spaces to inform, reach out, welcome in and create comfort.		architecture has undergone renovation to set the stage.	complete Q1, inclusive of PI's and qualitative/quantitative targets.	executed by late Q3.
Evaluate the current state of RMG customer service. Determine needs & desire Develop a service excellence plan to fill the gaps.	Q2		Documented plan is complete Q1, inclusive of PI's and qualitative/quantitative targets.	Plan executed by late Q3.
Develop and adopt a Cultural Inclusion Strategy (CIS)	Q1		Documented CIS developed, approved by RMG Board of Trustees. Addresses the 4 pillars of inclusion Accessibility, Cultural Diversity Outreach and Socialization, Community Engaged Arts	CIS strategy informs 2017 activities & 2018 Business Plan strategies and actions.
Complete accessibility renovations.	Q2		Accessible washrooms on 2 nd floor.	
Continue to evolve "Gallery A" and lower level education commons space based on learnings , to provide new	January 2017		# of local or underrepresented artist-driven programs # of art lab residencies #of professional development workshops	8 3 5

professional development opportunities to Durham artists and connect community to artists				
Strategy 1.2 Expand beyond the gallery walls				
Have an increased RMG FREE “pop-up” arts presence in downtown Oshawa at key community events as new funding permits program to build.	Q1-4		# of events # of direct participants at events Engagement in downtown Oshawa art scene \$2500 sponsor	8 events in 2017 800 direct participants 2 downtown Oshawa collaborative art animations
Seek out opportunities for new and deepened partnerships with The Living Room and other grassroots arts groups.	Q2-3		# of collaborative arts partnerships or activities	2 new partnerships in 2017.
Create a plan for enhanced outreach to implement as new funding emerges.	Q4		Documented plan, inclusive of PI’s and qualitative/quantitative targets.	Plan document

STRATEGY 1.3 Celebrate with 50 years of the RMG in Oshawa with, and for the community (contingent on securing funding)				
Leverage RMG's 50 th anniversary to celebrate culture, stimulate community pride and raise awareness as to the national significance of permanent collection and the calibre and legacy of Durham Region artists.	Q1-4		<p>Collaborations with community and other agencies celebrating milestone anniversaries.</p> <p>70 days/70 artists promo leads up to Durham Reach exhibition.</p> <p>Durham Region artists speaker series.</p> <p>Exhibition schedule places spotlight on Durham Region artists.</p>	<p>1-2 other organizations linked to RMG 50th plan</p> <p>Artists promo executed</p> <p>5 artists</p> <p>7 exhibitions feature work by local artists</p>
Connect our community with the stories of Painters Eleven	Q1-4		<p>P11 stories, images and learnings are apparent and build momentum through 2017.</p> <p>P11 images and stories gain broader community attention 3 examples demonstrated</p>	
Celebrate the artist and the role they have played in our history	Q1-4		<p>RMG permanent collection and emerging artist exhibition fills gallery with work by artists living locally.</p> <p>Celebratory opening reception lauds Durham Region artists</p> <p>Launch artist membership</p>	<p>Artists report feeling welcomed, recognized and respected.</p> <p>5 media RMG and the local artist media hits</p> <p>New artist membership category has 40 members at Dec 2017</p>

Seek and share the stories of the RMG and its community.	Q1-4		<p>In gallery and online opportunities for people to share their RMG stories.</p> <p>Interview for archives and video history of RMG “elders”</p>	<p>3 interactive story telling experiences</p> <p>Video storytelling shared online and in gallery</p>
New Resource Requirements (if any)				
<p>New funding and collaborative partnerships. Additional volunteers in deepened roles</p>				
Outcomes/Benefits Per Objective				
<p>Community feels they have a bigger role to play in the RMG. Durham Region artists feel respected, recognized and connected to the RMG. RMG programming increasingly informed by what community desires, feedback and participation. Increased participation and more a diverse audience can be demonstrated. RMG’s 50th anniversary authentically positioned as community and affinity building opportunity. The stories of the RMG’s first 50 years are recorded and come to life to serve to enhance programming and fundraising. The permanent collection (specifically Painters 11) is positioned to gain greater community understanding and recognition.</p>				

<p>Agency Objective 2</p>	<p>2 Stabilize and Strengthen Operational Capacity A progressive and professional staff team aligned with sufficient, optimized operational resources is critical to the RMG’s ability to deliver meaningful programs that engage our diverse audiences and keep current with the City’s growing and shifting demographics.</p> <p>Opportunities remain to strengthen internal operating tools, systems and processes. Deficit reduction will be crucial to attract new funders.</p> <p>In 2017 we will continue to strive to find opportunities to do more within existing resources as we work to stabilize our financial position.</p>
<p>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</p>	<p>“Our Future, Our Focus” City of Oshawa Strategic Plan, <i>4.1 Goal: Economic Prosperity-Responsible Taxation</i> 3. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs; 4. Pursue public and private sector funding partnerships and sponsorships to maximize revenue opportunities and reduce costs.</p> <p><i>4.2 Goal: Social Equity-Life Long Learning</i> 3. Actively encourage community organizations to expand their capacity to develop and lead local initiatives and strengthen neighborhoods</p> <p><i>4.3 Cultural Vitality – Vibrant Arts and Culture</i> 1. Work with the community to ensure a strategic approach to growing the arts and culture sector; 2. Promote and leverage Oshawa’s key arts and culture strengths and assets; 4. Strengthen event planning</p> <p><i>4.5 Goal: Accountable Leadership-Leader in Sustainability</i> 1. Embed sustainability into the City’s corporate culture, policies, plans, decisions and actions.</p> <p>Culture Counts Plan Strategy 1.3: Increase and Communicate the City’s Financial Support for Arts, Culture and Heritage Strategy 2.1: Leverage Cultural Resources to Support Downtown Revitalization Strategy 2.2: Grow Oshawa’s Creative Cultural Industries Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts,</p>

	Culture and Heritage			
	<p>Parks, Recreation, & Culture Strategy, VISION 2020</p> <p><i>Goal F:</i> Increase and enhance the Profile and Support for Arts and Culture.</p> <p><i>Strategy F4:</i> Encourage the business community to support arts and culture initiatives</p>			
Strategies	<p>3.1 Complete final work on fundraising infrastructure and process and turn attention to administrative deficiencies. Define gaps and required improvements. Outline opportunities to create enhanced efficiency and leverage the use of technology.</p> <p>3.2 Execute year 2 of the 5-year deficit reduction plan created in 2016.</p> <p>3.3 Develop a fundraising model, aligned with available resources in order to further organizational goals and objectives, and the RMG's contribution to the City of Oshawa.</p>			
Responsibility	CEO, Finance & Administration Lead			
Supporting Partners	Spark Centre, 360 incentives, Agents of Good, TBD			
Actions Per Strategy	Timing	Status	Performance Indicator	Target
<p>STRATEGY 1: Optimize administrative and financial infrastructure. Define gaps and required improvements in existing administrative infrastructure. Outline opportunities to create enhanced efficiency and leverage the use of technology.</p>				
Complete an objective review of current administrative systems and processes.	Q1-2		Gaps defined Most immediate 2017 priorities identified. Documented plan to address priorities exists	3-5 urgent priorities Q1 60% complete Q2 100% complete
Outline opportunities to leverage the use of technology.	Q1-4		Research complete Opportunities identified.	3 year tech plan by Sept 30 2017

In response to the review, create a plan to further innovate and update systems, processes and procedures.	Q2		Documented plan exists with timelines, accountabilities, and a set of performance indicators	3-5 PI's
STRATEGY 3: Develop a fundraising model, aligned with resources in order to further organizational goals and objectives, and the RMG's contribution to the City of Oshawa.				
Review current RMG fundraising practices.	Late Q1		Documented observations and data Set of recommendations	8-10 key areas 3-5 recommendations
Develop strategic, right sized fundraising model and plan with associated resources.	Q2		2017/18 fundraising plan with PI's, qualitative and quantitative measures.	Targets defined in plan are being achieved.
New Resource Requirements (if any)				
<i>Knowledge philanthropists to provide expertise and guidance.</i>				
Outcomes/Benefits Per Objective				
<p><i>Operational Systems review</i> <i>Resulting efficiency can help staff work together in more productive ways</i> <i>Increased operational capacity</i></p> <p><i>Deficit Reduction Plan goals met</i> <i>Enhanced ability to fundraise and build appropriate operating reserve</i> <i>Deficit elimination will provide for enhanced resources to do more for our community.</i></p> <p><i>Fundraising Model</i> <i>Weaknesses or gaps in revenue generation and sustainability can be identified and addressed</i> <i>Resulting goals and objectives can help guide the RMG toward greater sustainability and fundraising success.</i> <i>Board and staff understand their fundraising roles, gain greater insight into the RMG's capacity to raise funds.</i> <i>Funders are better informed regarding the RMG's revenue potential and strategies.</i></p>				

Summary and Resource Requirements

The RMG is consistently successful in obtaining competitive exhibition, project, and programming support from granting agencies such as The Canada Council for the Arts, the Ontario Arts Council, and the Department of Canadian Heritage, Museums Assistance Program. These are not, however, guaranteed means of support, and provide very little operational money. Strong municipal funding is a vital component of being able to demonstrate the value of our work and contributions to these provincial and federal funders. We leverage City support to expand our funding opportunities nationally and in turn, ability to deliver impactful 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. Council support also demonstrates to all taxpayers that the way forward for Oshawa is about prioritizing education and life-long learning, embracing diverse economic drivers, and nurturing vibrant, cultural community assets.

The RMG Endowment Funds invest monies that were gifted to the Gallery with specific restrictions, e.g. that the yearly-earned revenue only be available to support exhibitions, to maintain the collection, to acquire new works of art for the collection, or to assist with education. Endowment returns have been significantly reduced, affecting available operating revenues.

The RMG 2017 budget request amounts to a 2.9% increase (\$22,385) in grant support from the City of Oshawa, which reflects operating cost increases in the following areas: Utilities, Professional Fees and incremental programming increases.