

Business Plan

Through our new strategic plan, *Forging Change Through Connection and Creativity 2018-2021*, the RMG has set a transformational intention. Created by working together with our communities, the plan will leverage our strengths and amplify our community-facing role, making arts and artists more accessible, connected and central to the hearts and minds of residents—and to important social change efforts.

1. The Strategic Landscape

Theory of Change

If We...	We Expect...	So That...
Commit to working responsively with our communities to create inclusive and accessible experiences that empower artists and participants to create, share and connect	To spark new perspectives, ideas, and connections that deepen and expand relationships, artistic practice and community pride	Oshawa and Durham Region flourish through arts, culture and greater community connection and resiliency

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.

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:

To activate the Theory of Change we will focus on the following:

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

RMG Strategic Priorities Aligned with the City of Oshawa

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

RMG Priorities	Oshawa Strategic Plan	Culture Counts
Empower Artists	Social Equity (Enrich our Community Through Diversity); Cultural Vitality; Accountable Leadership	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	Cultural Vitality; Social Equity (Enrich our Community Through Diversity); Accountable Leadership	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	Social Equity; Cultural Vitality; Accountable Leadership (Deliberate Community Engagement)	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	Accountable Leadership; Economic Prosperity & Financial Stewardship	Grow Culture-led Economic Development
Build Affinity	Economic Prosperity & Financial Stewardship; Social Equity; Accountable Leadership (Deliberate Community Engagement)	Create Vibrant Spaces and Places

2. Service Description and Client Identification

Organization

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. Regular standing committees of the Board are Executive, Finance, Governance & Nominating, Acquisitions, and Investment. The Directors broadly represent the community of Oshawa and the Region of Durham.

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.

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

Community Engagement

The audiences of the RMG are reflective of the rapidly changing demographics of the City of Oshawa. The Gallery also 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, 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, the Access to Culture in Durham Community (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 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.

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.

Over 35,000 visitors experienced art through the RMG—a 26% increase year over year—and the third year of double-digit growth.

Programming

Respected on the national landscape, and as the largest gallery in the Durham Region, the RMG is a unique cultural catalyst, bringing together diverse artists and audiences to create a responsive platform for contemporary art. We are turning our attention outward, sharing authority with our community and actively participating in a global creative movement fueled by urgent new ideas and forms.

Exhibitions and Permanent Collection



The Permanent Collection is of national significance, consisting of over **4600 works of art** including an important collection of modern Canadian abstraction and the largest holdings of works by Painters Eleven in the world. **In addition, work by internationally recognized artists like Andy Warhol, Emily Carr, Lawren Harris and David Hockney can be found in the RMG's permanent 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 Community Museum and the Oshawa Public Libraries result in ongoing projects.

Permanent collection exhibitions now serve as a learning lab and experimental space for community engagement (ie. community as co-curators) as we work to build public pride in, and affinity for, the collections.

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 marginalized communities.

We collaborate with 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.

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

As a vital asset and resource to the community, the RMG contributes enormously by providing enriching, art-based learning facilities and programs in the following categories:



Community Workshops Classes



Partnerships, Relationships & Co-Learning



Interpretive Spaces and Tools



Formal Learning (Schools JK-12)



Outreach & Socialization



Gallery A & artLab

RMG—Free and Accessible

We remain committed to our RMG Free commitment, offering free entry and a wide range of opportunities to participate in programming at no cost. Personalized exhibition tours Thursday evenings and weekends (introduced in 2018), Ontario Power Generation (OPG) Second Sundays for families, RMG Fridays, exhibition openings, and artists talks continue to

be free, ensuring all members of our community can connect with art in ways that work for them.

NEW Corporate Partners

Companies that Care came on board in 2018 to support a new bursary program that allows children from Denise House and Mary Street Public School, who would not otherwise be able to attend art classes and Summer Camp, to participate at no cost to their families.

Our **Homeschool program** offers art classes to families who fulfill the art curriculum expectations at home. Conducted three times a year for an 8-10 week duration, this highly sought after program has consistently had full class enrollment. Expanded in 2018 to add a youth class—fully subscribed.

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.

The **RMG School Program engaged 4,200 students** from Durham District Public, Catholic, and private schools in 2018. 100% of teachers rated the program as highly relevant and valuable to students.

More than doubling 2017 participation for a second year, 6,090 community members participated in the RMG's workshops and classes!

Volunteer Impact

Volunteers and interns are a vital asset and community connection, supporting all areas of gallery operations. We ensure volunteers and interns are in meaningful roles aligned with their preferences and desires. Knowledge philanthropists are approached to fill gaps where high levels of expertise are required.

4,250 volunteer hours were recorded in 2018 and reflect a human resources equivalent of 2 full-time employees—a financial savings of approximately \$85,000.

3. 2018 Accomplishments

Our 2018 accomplishments are categorized by Strategic Plan Priorities. These initiatives align with the City of Oshawa goals and address financial stability, economic growth, community engagement and ongoing attention to governance and professionalism.

Total Visitors - 35, 100 (+26%)

2018 Objectives & Highlights

Empower Artists

- Oshawa born artist, Jenn Norton gained significant attention to her artistic practice through her exhibition, *Slipstream*. Jenn was able to develop expertise in the growing digital art field through the use of new virtual reality technologies. The promotional video connected the artist to a broader audience and will keep Jenn front and centre as the exhibition travels to six locations across Canada over the next two years.
- Forty-seven Durham District School Board (DDSB) students took part in a literacy and arts project, working together with Indigenous artist Jay Soule. Students learned about writing didactics and installing their work during the process. Global News visited the gallery and covered the story, giving the artist, the RMG, and the City of Oshawa a profile boost.
- A review of Gallery A/artLab resulted in a responsive evolution of the program that will reconceive the space as a community arts incubator and artist residency, placing particular focus on early career emerging professional artists living in our midst that show significant potential—and would strongly benefit from this boost to their career. This project removes traditional obstacles faced by emerging artists and creates conditions for success: dedicated studio space for production, meaningful solo exhibition opportunities, mentorship, and professional development in a supportive, connected ecosystem that is free of economic pressures.
- The RMG garnered support for, and played host to *The Wild Nellies* and their first “by women for women” gathering of multidisciplinary artists and creatives. The Nellies are on a mission to connect groups of women creatives with audiences in their own communities and beyond. By supporting this emergent group we helped build energy around the collective that has resulted in a growing regional arts movement, building the connection between artists, the community, and the broader cultural ecosystem.
- Local artist John DiLeonardo took his Gallery A residency to new heights, with 50 people attending the opening reception and 30 for his talk. In this residency, we experimented with a more holistic integration, including access to the Curator and an extended residency/exhibition horizon of three months. The artist reported

high levels of learning and feeling “like part of the RMG community” -- and being pleased that several items of his work sold.

Contribute to a Flourishing Cultural and Civic Landscape

- Durham Black Educators Network partnership, *Speak Your Truth*—fully funded by a Multi-Cultural Community Grant—amplified the voice of this group. An 8 month project, it was a deep and multi-dimensional initiative that included RMG Fridays co-production, Gallery A crowd-sourced exhibition and publication, teacher professional development sessions, and family art workshops.
- OPG’s Second Sunday Holi Festival was produced in partnership with the Indo-Canadian Cultural Association of Durham. Over 200 people attended this lively event.
- OPG March Madness brought in over 750 people to the gallery (a new record!), attracting an increasingly diverse audience and creating new levels of participation.
- The *Feels Like Home* exhibition was crowd-sourced in partnership with community, bringing a participatory facet to the Bouckley Collection programming. 460 images were submitted by community members throughout this cumulative exhibition via hashtag #feelslikehome, allowing people to connect with the collection, see themselves within the gallery and feel a greater sense of belonging. A new \$2000 sponsor was secured.
- New subsidized programming for children provides increased inclusion and accessibility. Partnerships with Mary Street Public School and Denise House helped the programming to reach children most in need. 14 children who normally would not have access to arts programming enjoyed a week of summer art camp at no cost to their families. Additional programming will be made available throughout 2018.
- New RMG Fridays partnerships deepen participation and benefit our community:
 - Durham College Centre for Food/Bistro 67 is now providing locally grown, innovative food service to RMG Friday guests, while providing real world experience to their students.
 - Durham Region International Film Festival (DRIFF) now runs Film Fridays screenings at RMG Fridays, providing quality short films to our audience while creating awareness for this growing annual festival.

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

Results

- RMG staff served project leaders of the Ontario Museum Association Inclusive Leadership Project that culminated in a day-long conference hosted at the Ontario Science Centre, attended by over 200 art gallery and museum professionals. This project resulted in shared Ontario-wide best practices and an accessible resource manual.
- A 21st Century Learning model was embedded into Learning & Engagement programming, setting the RMG apart from other galleries. Specialized training on this model is delivered to artist instructors, providing them with valuable teaching strategies. Feedback from teachers has been outstanding.
- New ways of working—upcoming Permanent Collection exhibition, *Whose Home and Native Land?*, not only explores the physical landscape, but the important Indigenous connection to the land and elements of colonialism. This is a collaborative curatorial venture, bringing together RMG staff with three Indigenous community members of varying ages and backgrounds as co-curators.
- Our Mary Street Pubic School partnership continues to build. A teacher professional development session created a richer experience, in advance of **all grades** participating in Betwixt & Between learning programming (fully grant funded). A focus on the Williams Treaties created a deeper understanding of Indigenous issues among students.
- An RMG teacher professional development session on Culturally Responsive Practice was well attended and received outstanding feedback. The session created honest conversation on difficult subjects and was described as highly useful by participants. Teachers walked away with new shared techniques, tools and strategies to provide an entry point for all students to recognize and talk about their race and ethnicity in creative and lively ways through art.
- Animating Thursday evenings—2018 saw the launch of *Spirit of Song Songwriters Circle* in partnership with S.A.S.S., Long & McQuade, and Brock Street Brewery. Spearheaded by Dale Russell, formerly of The Guess Who, the pilot project has grown to a monthly event.
- The Munnings Lounge has been reimagined as a thoughtful and entertaining space that makes art more accessible. Currently themed around art as a tool for well-

being, it is a recreational space aimed for ages youth and up—with a light educational touch that builds affinity for the Permanent Collection and connects visitors to the gallery and each other.

- New interpretive insight guides and personal tours provide visitors with enhanced exhibition understanding, experience and deeper meaning. These light and friendly tours are available Thursday evenings, Saturdays and Sundays at no cost.
- Summer Camp expanded successfully with two distinct age groups. 98% of survey respondents rated the overall experience as “excellent”. \$38,000 in grant funding was secured from 3 sources—providing 7 local young people with full-time summer employment.

Build Resilience and Adaptive Capacity

- **\$270,000 awarded** in competitive provincial and federal arts grants in 2018, including **\$39,000** provided by **the Canada Council Digital Strategy Fund** for the **iDeas Digital Forum; a 2-day conference that brings global thought leaders to the RMG** to guide artists, art professionals, scholars, curators and thinkers in a conversation about the opportunities and obstacles that digital technologies bring.
- **Canada Council provided a vote of confidence in the RMG** and the new strategic plan, **increasing annual operating grant funding from \$50,000 to \$70,000 for 2019.**
- **Over \$40,000 in corporate funding secured (\$14,400 new)**—Highlights: OPG continues its enduring support of \$4,200 for OPG Second Sundays, with additional support of \$4,900 for the new P11 Pod; the **Mississauga’s of Scugog Island First Nation sponsored *Whose Home and Native Land* at \$2,900.**
- Fall and spring (new) **individual giving campaigns resulted in \$6,700** in individual donations and **14 new monthly donors.**
- **Deficit reduced by \$67,000, to \$133,000.**
- Organizational learning to support the execution of the strategic plan—in 2018 the entire RMG Team completed **Indigenous Sensitivity Training** and **Mental Health First Aid Certification**, in an effort to better serve our community.

Build Affinity

- RMG Fridays *Sugar Moon, Betwixt and Between*, along with several smaller exhibitions and initiatives, fostered deeper collaboration with our Indigenous communities.
- Deep community partnerships (too numerous to list) include Brain Injury Association, Durham Black Educators network, AIDS Committee of Durham, the LGTBQ community, O’Neill Collegiate, Denise House and the Indo-Cultural Association of Durham.
- Aligned with City of Oshawa Tree Lighting event, the RMG expands participation in the event to include a Holiday Art Market and the Tree Lighting Lounge.
- **Oshawa Museum Leaders Meeting of the Minds** continue—a quarterly gathering of museum and gallery leaders in Oshawa to enable knowledge-sharing, collaboration and broader visioning for our sector.
- **7th 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 (110 student members).
- Stepping beyond traditional arts and culture partnerships, the **RMG helped to fuel innovation and economic development** through partnerships with Core 21 and Spark Centre.
- **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, Oshawa Cultural Summit, Oshawa Cultural Leadership Committee, Durham College Fine Art Advisory Committee, City of Oshawa Art and History Committee, MAGEC-D (Museum and Art Gallery Educators Collective of Durham), COCHA (Curators of Canadian Historical Art), and PAVRO (Professional Association of Volunteer Leaders of Ontario).
- National coverage: **All 2018 major RMG exhibitions received “Must See” profile in Canadian Art**, a respected national arts magazine.

4. SWOT Analysis

Strengths:

- The RMG is a forward thinking cultural leader and partner in Oshawa and Durham, disrupting norms, creating alliances, and connecting partners.
- Ambitious new strategic plan with social change lens—created by working together with community.
- Nationally significant 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 renewed financial infrastructure positions the RMG for enhanced sustainability.
- Delivery of relevant programs and exhibitions that connects audiences to the community.
- Highly respected institution among funders, peers, and the art community nationally.
- Agile and responsive to issues and opportunities.

Challenges (Weaknesses):

- The reduction and elimination of a \$133,000 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 in 2019.
- Reaching out, attracting and building our local audience and social impact within existing resources.
- A segment of our community views a public art gallery as “not a place for them”.

Opportunities:

- A strengthened and streamlined business infrastructure has potential to maximize operational capacity.
- 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 national reputation further entrenches perception of the RMG and Oshawa as the home to Canadian modern art—building pride and support within our community.

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. 2019 Objectives

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 2019 we will maintain positive momentum as we continue to strengthen, align and build capacity under the direction set by the new strategic plan.

The Strategic and Enabling Priorities (agency objectives) of the Strategic Plan will guide the way.

<p>Agency Objective 1</p>	<p>Empower Artists <i>In 2019, we will place particular focus on supporting diverse emerging artists to drive their practices and engage with their communities and rapidly changing audiences in new ways in order to thrive. We will create platforms for artists to explore big issues and unconventional ideas.</i></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 <i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i></p> <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> Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community Strategy 4. Continue to engage citizens of all ages</p> <p><i>Goal: Cultural Vitality – Enrich Our Community through Culture</i> Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p> <p>Culture Counts Plan Strategy 2.2: Grow Oshawa’s Creative Cultural Industries Strategy 2.3: Expand Cultural Tourism Locally and Regionally Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages 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 Goal F: Increase and Enhance the Profile and Support for Arts and Culture</p>
<p>Strategies</p>	<p>1.1 Engage current programming and develop new initiatives that provide lift to Indigenous artists and the disability arts movement.</p>

	<p>1.2 Create a plan to support exhibiting artists in deeper, more meaningful ways.</p> <p>1.3 Evolve Gallery A/artLab to serve as an artist incubator and residency.</p> <p>1.4 Develop an artist’s professional development series, responsive to the most pressing challenges artists face in their personal and commercial practice.</p>			
Responsibility	Curatorial Team, Learning & Engagement Team, Communications & Digital Media Lead, Manager of Community & Volunteer Development			
Supporting Partners	Aked Endowment, Mississauga’s of Scugog Island First Nation. Ontario Arts Council, Canada Council, sister public art galleries, RBC Emerging Artists Program (pending)			
Strategy	Timing	Status	Performance Indicator	Target
Engage current programming and develop new initiatives that provide lift to Indigenous artists and the disability arts movement.	Q1-4		# of new initiatives Feedback Enduring relationships	2 new initiatives Positive feedback received from target communities New work and initiatives evolve from 2018 efforts
Create a plan to support exhibiting artists in deeper, more meaningful ways.	Q1		Artist feedback # of Durham Region artists receiving new attention on the broader landscape	Artists report enhanced learning and experience 2 examples of artist success and flows of attention beyond the gallery can be demonstrated
Evolve Gallery A/artLab to serve as an artist incubator and	Q1-4		# of artists in incubator	4 artists complete 3 month incubator experience

residency.		Pending RBC Emerging Artists ask	\$ increase in funding # incubator artists offered new opportunities from their incubator experience	\$45,000 in new project funding 100% of 2019 project funding renewed for 2020 2 artists receive new projects beyond the Gallery
Develop an artist's professional development series, responsive to the most pressing challenges artists face in their personal and commercial artistic or creative practice.	Q2		Number of participating artists Barriers and challenges addressed % of artists reporting enhanced business acuity	20 artist participants 3 artist barriers reduced 70% of participating artists rate an increase in their business knowledge
New Resource Requirements (if any)				
<p><i>New funding and collaborative partnerships</i> <i>Additional hours assigned to Gallery A Coordinator to manage incubator (+14 hrs per week)</i> <i>Professional facilitators</i></p>				
Outcomes/Benefits Per Objective				
<p><i>The RMG has a deeper understanding of the needs of artists and pathways to their success</i> <i>Artists have new skills to support artistic development and practice</i> <i>Durham Region artists experience enhanced exposure and success</i> <i>Durham Region artists seek out the RMG to discuss socially engaged projects</i> <i>Collaborative artists projects emerge</i> <i>A strengthened arts ecology</i></p>				

<p>Agency Objective 2</p>	<p>Contribute to a Flourishing Cultural and Civic Landscape <i>We will work together with our communities to curate and catalyze new work, partnerships and cultural models for social benefit.</i></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>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i> Strategy 3. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs 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> 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 5. Strengthen, expand and recognize the volunteer sector</p> <p><i>Goal: Cultural Vitality- Enrich Our Community Through Culture</i> Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p> <p>Culture Counts Plan Strategy 2.2: Grow Oshawa’s Creative Cultural Industries Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector Strategy 4.2: Expand Financial Resources from all Sectors to Support Arts, Culture and Heritage Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages Strategy 6.1: Respond to the Cultural Needs of all Ages Strategy 6.2: Address the Cultural Aspirations of Diverse Communities</p> <p>Parks, Recreation & Culture Strategy—VISION 2020 Goal F: Increase and enhance the Profile and Support for Arts and Culture. Strategy F4: Encourage the business community to support arts and culture initiatives</p>

Strategies	<p>2.1 Develop a community partnership strategy and framework for meaningful engagement.</p> <p>2.2 Identify projects that will support and strengthen the local and regional arts ecology.</p>			
Responsibility	CEO; Curator and Manager, Exhibitions and Collections; Manager of Learning and Engagement; RMG Board of Directors			
Supporting Partners	Various community partners, arts and culture sector, Cultural Leadership Committee			
Strategy	Timing	Status	Performance Indicator	Target
Develop a community partnership strategy and framework for meaningful engagement.	Q1		Strategy and framework in place	Strategy and framework complete by April 1, 2018 and guiding decision making and practice
Identify projects that will support and strengthen the local and regional arts ecology.	Q1-4		# of priorities defined	1-2 priorities defined and activated
New Resource Requirements (if any)				
<i>Knowledge philanthropists to provide expertise and guidance</i>				
Outcomes/Benefits Per Objective				
<p><i>Enduring reciprocal partnerships build new audiences and gallery supporters</i></p> <p><i>Connections between disparate groups emerge</i></p> <p><i>Greater levels of understanding and new ways of thinking create bridging and bonding</i></p>				

<p>Agency Objective 3</p>	<p>Deepen a Holistic, integrated and Purposeful Approach to the RMG’s Work <i>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.</i></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>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i> Strategy 3. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs 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> 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 5. Strengthen, expand and recognize the volunteer sector</p> <p><i>Goal: Cultural Vitality- Enrich Our Community Through Culture</i> Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p> <p>Culture Counts Plan Strategy 2.2: Grow Oshawa’s Creative Cultural Industries Strategy 2.3: Expand Cultural Tourism Locally and Regionally Strategy 3.2: Increase Community Awareness and Promotion of Cultural Resources Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts, Culture and Heritage Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur Strategy 6.1: Respond to the Cultural Needs of all Ages Strategy 6.2: Address the Cultural Aspirations of Diverse Communities</p>

	Parks, Recreation & Culture Strategy—VISION 2020 Goal F: Increase and enhance the Profile and Support for Arts and Culture Strategy F4: Encourage the business community to support arts and culture initiatives			
Strategies	<p>3.1 Find the resources required to make the gallery, and our programming, accessible to more people (ease of use, access, participation, understanding and appreciation).</p> <p>3.2 Re-examine collections strategies and our role as an organization in the process of decolonization.</p> <p>3.3 Engage Permanent Collection exhibitions as a learning lab and experimental spaces to deepen relationships with our diverse communities and inspire new ways of thinking.</p> <p>3.4 Give voice to, and invite marginalized communities to reimagine, co-produce and participate in RMG programming in ways that are meaningful to them.</p>			
Responsibility	CEO; Curator and Manager, Exhibitions and Collections; Manager of Learning and Engagement; RMG Board of Directors			
Supporting Partners	CNIB, Durham Deaf Association, Tangled Arts, Durham Aids Association			
Strategy	Timing	Status	Performance Indicator	Target
Find the resources required to make the gallery, and our programming, accessible to more people (ease of use, access, participation, understanding and	Q1-4		% increase of funding # of new accessible programs and programming enhancements	50% increase 3 new accessibility initiatives

appreciation).				
Re-examine collections strategies and our role as an organization in the process of decolonization.	Q2		# of priorities defined	1-2 priorities defined
Engage Permanent Collection exhibitions as a learning lab and experimental spaces to deepen relationships with our diverse communities and inspire new ways of thinking.	Q3-4		# of performance indicators # of new communities partnering in exhibition development	3-5 PI's 1 new community
Give voice to, and invite marginalized communities to reimagine, co-produce and participate in RMG programming in ways that are meaningful to them.	Q1-4		# of new communities evident in RMG programming # of program partnerships with marginalized communities	2-3 new communities 3 program partnerships from marginalized communities
New Resource Requirements (if any)				
<i>Knowledge philanthropists to provide expertise and guidance</i>				
Outcomes/Benefits Per Objective				
<i>Enduring reciprocal partnerships build new audiences and gallery supporters</i> <i>Connections between disparate groups emerge</i> <i>Greater levels of understanding and new ways of thinking create bridging and bonding</i> <i>The permanent collection gains greater community understanding and recognition</i>				

<p>Agency Objective 4</p>	<p>Build Resilience and Adaptive Capacity <i>We will work to unlock new flows of attention, reputation and revenue to sustain the RMG. We will be responsive and evolve to meet emerging trends and issues.</i></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 <i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i> 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> 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> Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p> <p>Culture Counts Plan Strategy 1.3: Increase and Communicate the City’s Financial Support for Arts, Culture and Heritage Strategy 2.2: Grow Oshawa’s Creative Cultural Industries Strategy 2.3: Expand Cultural Tourism Locally and Regionally Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts, Culture and Heritage Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages 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 Goal F: Increase and Enhance the profile and Support for Arts and Culture Goal H: Establish Oshawa as a Tourist Destination Objective H1: To establish tourism as a more significant focus for the City</p>

Strategies	<p>4.1 Optimize the administrative infrastructure to create new capacity.</p> <p>4.2 Create new endowment strategies, policies and procedures.</p> <p>4.3 Develop an Organizational Learning and Professional Development Plan to develop the people, mindsets and skills required to execute the strategic plan.</p>			
Responsibility	CEO, Board of Directors, Manager of Finance & Administration, Leadership Team			
Supporting Partners	City of Oshawa, 360 Incentives, Systems Analysts			
Strategy	Timing	Status	Performance Indicator	Target
Optimize the administrative infrastructure and processes to create new capacity.	Q2-4		# of new process improvements	3 new improvements
Create new endowment strategies, policies and procedures.	Q3		Endowment strategy complete and approved by Board of Directors % of endowments of \$5,000 or less collapsed and rolled into operations	Q3 2019 100% of endowments of \$5,000 or less collapsed and rolled into operations
Develop an organizational learning and professional development plan to develop people, mindsets and skills to drive the strategic plan.	Q1		# of organizational learning/professional development performance indicators	3-5 Pl's

New Resource Requirements (if any)
<p><i>New funding and collaborative partnerships</i> <i>Knowledge Philanthropists</i></p>
Outcomes/Benefits Per Objective
<p><i>Ease of participation for visitors and community</i> <i>Reliable and concise data informs decision making</i> <i>An organizational culture of trust, teamwork and openness that fuels experimentation, empathy and clear communication</i> <i>A ease in adaptation of individuals and teams to new ideas without slow down</i> <i>Enhanced board and staff diversity</i> <i>New capacity</i> <i>Enhanced social impact</i></p>

<p>Agency Objective 5</p>	<p>Build Affinity <i>We will develop enduring relationships with donors, supporters and influencers and motivate others to invest resources in the RMG.</i></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 <i>Goal: Economic Prosperity & Financial Stewardship – Responsible Taxation</i> 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> 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> Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p> <p>Culture Counts Plan Strategy 2.2: Grow Oshawa’s Creative Cultural Industries Strategy 2.3: Expand Cultural Tourism Locally and Regionally Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector 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 Goal F: Increase and Enhance the profile and Support for Arts and Culture Objective F.3 To increase the scope and promotion of community and cultural heritage events and activities Goal H: Establish Oshawa as a Tourist Destination Objective H.1: To establish tourism as a more significant focus for the City</p>

Strategies	<p>5.1 Identify priority partnerships.</p> <p>5.2 Engage storytelling as a key communications strategy.</p> <p>5.3 Create a strategy and plan for RMG Stewardship and Visitor Experience.</p>			
Responsibility	Curatorial Team, Learning & Engagement Team, Communications & Digital Media Lead, Manager of Community and Volunteer Development			
Supporting Partners				
Strategy	Timing	Status	Performance Indicator	Target
Identify priority partnerships.	Q4 2018		# of priority partnerships # of touchpoints outlined per priority partnership	2 priority partnerships 3-5 touchpoints per priority partnership
Engage storytelling as a key communications strategy.	Q1-4		# of storytelling performance indicators	3-5 performance indicators
Create a strategy and plan for Service and Visitor Experience.	Q3		# of service and visitor performance indicators	3-5 performance indicators
New Resource Requirements (if any)				
N/A				
Outcomes/Benefits Per Objective				
<p><i>The RMG gains a reputation as a compassionate community builder</i></p> <p><i>More people can see themselves in the gallery</i></p> <p><i>An increased sense of belonging in the cultural community</i></p> <p><i>A shared history of City of Oshawa</i></p>				

Summary and Resource Requirements

**Thank you for your continued investment in arts and culture through the RMG!
Together we're leading an arts and culture movement.**

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 2019 budget request amounts to a 2% increase (\$16, 267) in grant support from the City of Oshawa, which reflects operating cost increases in the following areas: Utilities, Professional Fees and inflationary programming increases.

The Corporation of the City of Oshawa
2019 Operating Budget
The Robert McLaughlin Gallery

Description	2018 Projected Actuals	2018 Approved Budget	2019 Proposed Budget	2019-2018 Variance \$'s	2019-2018 Variance %
Personnel Costs	790,135	790,102	823,763	33,661	4.3
Program and Office Supplies	33,238	28,700	33,200	4,500	15.7
Professional Services	489,359	423,693	468,211	44,518	10.5
Maintenance and Repairs	169,964	145,147	141,270	(3,877)	(2.7)
Utilities	166,102	149,041	164,179	15,138	10.2
Agency Generated Revenue	(835,466)	(719,379)	(801,024)	(81,645)	11.3
City of Oshawa Grants	(813,332)	(813,332)	(829,599)	(16,267)	2.0
Total Robert McLaughlin Gallery	0	3,972	0	(3,972)	(100.0)

Variance Explanations:

Personnel Costs: Increased staffing for public programming (offset by grant revenues) and expected 5% increase in benefits cost.

Program and Office Supplies: 2019 budget aligned with 2018 actuals.

Professional Services: Covers expenses for all programming (also note increased revenues), 2019 budget aligned with 2018 actuals.

Summary: Incremental increases to cover cost increase assumptions and a projected increase in revenues.