

2021 Business Plan

1. Introduction

The Robert McLaughlin Gallery (RMG) set a transformational intention in our current strategic plan - *Forging Change through Connection and Creativity 2018-2020*. Over the past three years the RMG has enacted a theory of change, made decisions aligned with our guiding principles, and achieved the goals of our strategic and enabling priorities. Our current strategic plan is being extended to the end of 2021 as approved by our Board of Directors.

The RMG works collaboratively with community to make the arts and artists more accessible. Since the onset of the COVID-19 pandemic on March 13, 2020, we have demonstrated agility and responsiveness to Oshawa residents providing solace and increasing well-being during an historic period for our City. It will forever change our society and the RMG, but we firmly believe that we will not simply ‘recover’ from the pandemic – we are reimagining a better community for all.

Vision and Mission

Vision

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

Mission

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

2. Service Description and Client Identification

Organization

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

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

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

Strategic Plan Overview

Guiding Principles

We Put People First

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

We Contribute to a Vibrant Community

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

We Embrace Sustainable Innovation

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

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

Strategic and Enabling Priorities

1. Empower Artists

- Invest in the arts ecology by supporting and empowering artists, especially those from under-represented communities
- Support the next generation of artists to work differently and build sustainable careers

- Seek opportunities to provide a forum for artists' voices in local, national and global conversations
 - Strengthen the regional arts ecology and contribute to community vitality
2. *Contribute to a Flourishing Cultural and Civic Landscape*
- Be a super-connector of artists, people, assets and opportunities
 - Develop multi-dimensional partnerships that contribute to the social and economic value of our community (i.e. collective impact)
 - Boost accessibility, diversity, and inclusion to our collection, resources, and programming
 - Cultivate innovation and sector development
3. *Deepen a Holistic, Integrated and Purposeful Approach to the RMG's Work*
- Foster deeper collaboration between curatorial, community engagement and learning programs
 - Identify the needs and aspirations of our communities to design and deliver relevant, impactful programming
 - Amplify under-represented voices and remove barriers to the arts experience
 - Create a more connected, fulfilling gallery experience inside and out
4. *Build Resilience and Adaptive Capacity*
- Develop the structure and roles to drive impact
 - Develop people, mindsets and skillsets
 - Build digital intelligence and capacity
 - Diversify and solidify our financial base of support
5. *Build Affinity*
- Develop enduring relationships with donors, supporters and influencers
 - Motivate others to invest resources in the RMG
 - Serve as a relevant and compelling partner
 - Communicate in the ways that our audiences consume information

Community Centric

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

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

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

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

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.

Programming

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

We facilitate inclusive and accessible conversations through the arts:

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

Exhibitions and Permanent Collection

The Permanent Collection is of national significance, consisting of over 4,800 works of art including an important collection of modern Canadian abstraction and the most extensive holdings of works by Painters Eleven in the world. This is a distinct legacy of the McLaughlin Family and history of Oshawa, a history that we both honour and uphold. The RMG also holds works by internationally recognized artists like Emily Carr, Lawren Harris, David Hockney, and Andy Warhol.

We continue to grow and maintain our permanent collection with intention, building affinity with our communities through dynamic exhibition and programming models. We are currently undergoing a collection audit to identify gaps in traditionally under-represented artists at collecting institutions.

The Thomas Bouckley Collection, which represents an archival photographic record of Oshawa and the region, is a vital link in connecting the community with stories of our past. The Bouckley Collection figures prominently in engagement outreach with regular talks and tours at various venues in the community. Partnerships with the Oshawa Museum, Oshawa Public Libraries, and Oshawa Senior Citizens Centre 55+ result in ongoing projects.

Permanent Collection exhibitions now serve as a learning lab and experimental space for community engagement as we work to build public pride in 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 underrepresented communities.

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

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

Learning and Engagement

The RMG community is an inclusive, warm, and friendly home of animated spaces that support creative learning in unexpected ways. 21st Century Learning practices are holistic

throughout the RMG, where celebrating different voices, contributing to well-being, and co-creating are at the heart of what we do.

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

Accessible For All

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

- Personalized exhibition tours Thursday evenings and weekends for any visitor
- Ontario Power Generation (OPG) Second Sundays for families
- RMG Fridays
- Exhibition openings
- Artists talks

Companies Who Care continue to support a new bursary program that allows children from priority neighbourhoods and in at-risk situations, who would not otherwise be able to attend art classes and Summer Camp, to participate at no cost to their families. In 2020 these children received a complimentary Summer Art Camp Box.

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

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.

Volunteer Impact

Volunteers are a vital asset and community connection, supporting all areas of gallery operations. We ensure volunteers are in meaningful roles aligned with their preferences and desires. Volunteering provides an opportunity for socialization, particularly for seniors or others who may feel isolated. The RMG also hosts a number of internships supported by Canada Summer Jobs and Young Canada Works to help grow knowledge and skills in emerging arts professionals.

3. 2020 Accomplishments

Our 2020 Accomplishments are categorized by the Agency Objectives stated in our 2020 Business Plan presented to Council. These initiatives aligned with the City of Oshawa’s five strategic goals as stated in more detail in the 2020 Business Plan. They also support the RMG’s strategic and enabling priorities.

Agency Objective 1 - Empower Artists

<i>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>	
Strategy	Result
Engage current programming and develop new initiatives that provide lift to Indigenous artists and the disability arts movement	Developed exhibition in collaboration with disability arts movement leader Carmen Papalia for display in 2021
	Focused on Indigenous artists in the RMG Shop; launched online Shop in response to pandemic in September 2020
	Worked in collaboration with local Indigenous artist Karyn Recollet to develop medicine garden behind the RMG for use of the entire community
Look for opportunities to support exhibiting artists in deeper, more meaningful ways.	Continued collaboration with mural artists at Oshawa Centre, supported mural by local artist Amy Shackleton focusing on climate change
	Mentored and supported emerging curator Genevieve Wallen to curate her first exhibition <i>Made of Honey, Gold, and Marigold</i> in

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Strategy	Result
	<p>a museum that featured commissioned artworks from four BIPOC artists</p> <p>Gallery A exhibition curated by Garry Genosko featuring 16 local artists tremendously successful opening with 70 participants and a continuous stream of visitors to the exhibition during the day</p>
<p>Nurture and develop the RBC Artists Incubator pilot; evolve based on learnings and seek funding renewal.</p>	<p>Received renewed funding from RBC Emerging Artists Program for two years - \$100,000 total; welcomed three artists and delayed one residency due to COVID-19</p> <p>Refined the artist handbook, support and mentoring from staff, and provided travel budget</p> <p>Included professional development opportunity for all artists following a survey for most needed areas with local artists</p>

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

We will work together with our communities to curate and catalyze new work, partnerships and cultural models for social benefit.

Strategy	Result
<p>Implement the new community partnership strategy and framework for meaningful engagement activities and projects.</p>	<p>Successfully launched a new partnership with OPL and OSCC55+ with outreach winter exhibition information and discussion series; continued OSCC55+ partnership with virtual curator talks in April 2020</p> <p>Hosted Carol + Michelle from 'We Grow Food' for a successful soup-making workshop as part of a three-week long "Wellness Workshop" series of programs</p>

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Strategy	Result
	Facilitated planning for collaborative Indigenous Peoples' Day programming with Bawaajigewin/OPL/City of Oshawa delivered virtually
	Partnership with Arquivos in support of <i>Come Out, Come Out</i> online exhibition exploring LGBTQ2S+ histories of Oshawa
Identify 2021 priority projects that will support and strengthen the local and regional arts ecology	Seek funding for new website to overcome severe limitations of current platform; enables RMG to develop an online artist network and platform to raise awareness and profiles of local artists, and provide mentorship opportunities
	Build upon new membership program to foster wider community support of the RMG and its role in Oshawa as a place to foster well-being through access to the arts

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

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

Strategy	Result
Find the resources required to make the gallery, and our programming, accessible to more people (ease of use, access, participation, understanding and appreciation).	Additional funding following the onset of the pandemic at the end of Q1; success in receiving exhibition sponsorship from TD, support from Central Counties Tourism for RMG Fridays Drive-IN totaled \$32,400 in new funding
	Pivot to digital programming has resulted in open and free access for all; promotion has been focused through social

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Strategy	Result
	<p>channels to those in Oshawa and Durham but online delivery provides a wider network</p> <p>Working with the City to find funds to build an accessible ramp inside from the RS McLaughlin gallery space to the lobby</p> <p>Increasing organizational preparedness for disability arts exhibition</p> <p>Piloting a 360 matterport tour of the a special exhibition to provide access to those unable to visit</p>
Engage the new Permanent Collection Strategy	<p>Introduced online exhibitions to provide greater insight to areas of the collection not explored in gallery; supported by hands-on art activity through video instruction</p> <p>Undergoing collection audit to understand gaps in representation from women artists, Black, Indigenous, and artists of colour</p>
Continue to evolve Permanent Collection exhibitions as a learning lab and experimental spaces to deepen relationships with our diverse communities and inspire new ways of thinking.	<p>Developed online exhibition <i>Come Out, Come Out</i> in partnership with the AIDS Committee of Durham Region that discusses what community archives can do to collect and preserve the historical records of LGBTQ2+ communities. All photos will become part of RMG’s Thomas Bouckley Collection of archival photography.</p>
Give voice to, and invite marginalized communities to reimagine, co-produce and participate in RMG programming in ways that are meaningful to them.	<p>Increased online programming in response to COVID-19 for <i>Made of Honey, Gold, and Marigold</i> including a commissioned video by artist Rajni Perera, working with artist Basil Alzeri to share more documentation of his event “Everybody Under the</p>

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Strategy	Result
	Sun” which included serving soup for a winter picnic out behind the gallery.
	Supporting Autism Home Base with online programming and hands-on arts activity to curb feelings of isolation during the pandemic
	Working in collaboration with artist Will Kwan on <i>Terra Economicus</i> exhibition that explores themes of settler colonialism and land resource extraction
	In partnership with First Story, developing an app-based walking tour of Oshawa and Oshawa creek’s Indigenous history

Agency Objective 4 - Build Resilience and Adaptive Capacity

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.

Strategy	Result
Continue to optimize the administrative infrastructure and processes to create new capacity.	Introduced project management tool – Asana – to manage and improve workflow, communications, and planning with remote working
	Developed an internal communications protocol to clarify processes
	Established new role of Security & Facilities Coordinator following retirement of Manager of Protection Services to alleviate facilities management from curatorial staff

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Strategy	Result
Create new endowment strategies, policies and procedures.	Developed Investment and Endowment Policy with goal of a regular draw on endowed funds, rather than reliance on expendable portion to ensure operational sustainability. This will be dependent on agreement from endowment donors.
Build digital intelligence and capacity	Completed Digital Strategy with funding support from the Canada Council for the Arts with consultants Arts & Science
	Adapted quickly to the pandemic shifting exhibitions, programming, and audience engagement online through webinars, hands-on making videos, Summer Art Camp In a Box instructional videos, and use of social media such as IGTV
	Secured funding from Durham Community Foundation to purchase necessary equipment for digital programming and video capture
	Knowledge transfer from contract Communications & Digital Media employees to permanent staff to ensure the RMG can continue producing digital content to a high calibre

Agency Objective 5 - Build Affinity

<i>We will develop enduring relationships with donors, supporters and influencers and motivate others to invest resources in the RMG.</i>	
Strategy	Result
Identify priority partnerships	Identified and developed partnership with TD Bank's Ready Commitment to fund Will Kwan's exhibition <i>Terra Economicus</i> at \$25,000; hope this will become an annual exhibition support
	In collaboration with Tangled Arts & Disability, co-producers of disability arts exhibition, submitted application for funding to Partners in Art
	Delivered crowdfunding campaign to support RMG Fridays: Drive-In events in August and September 2020. Secured funding from two new corporate funders: 360 Insights and Allstate Insurance
Engage storytelling as a key communications strategy.	Built digital audiences through sharing RMG stories from March to May we experienced a 10% growth in Facebook followers and 6% growth in Instagram followers
	Implemented tools to support digital engagement – Linktree for Instagram, upgrades to plugins on our website, and digital exhibition publications through Flipsnack
	Developing an artist hub as an extension of the RMG website to provide a platform for storytelling and sharing
	Worked with Dani Crosby to collect stories from the community about caregivers which were turned into four artworks by Crosby and shared digitally

<i>We will develop enduring relationships with donors, supporters and influencers and motivate others to invest resources in the RMG.</i>	
Strategy	Result
	Use quotes and stories from current RMG members to encourage new folks to sign up to revamped membership program
Create a strategy and plan for Service and Visitor Experience	Refined our front of house positions to Manager of Visitor Engagement & Facilities, two Visitor Engagement Assistants (so there is also a staff member at reception when we're open), Venue Coordinator, and Security & Facilities Coordinator
	Ensured that the visitor experience was artist-led upon reopening after the COVID-19 lockdown. Promoted that RMG can be a place of solace and can improve well-being.
	Installing new signage at the front of the building including light boxes for artists to animate. This will help bring attention to the RMG and what we provide; promote that we are free and accessible
	Partnered with downtown businesses on 'Preferred Partners' program to promote restaurants and retail that visitors to the RMG should explore; artist map in development

SWOT Analysis

Strengths

- A track record of achieving our goals and taking action on our objectives to support our values and mission
- Strong governance through our Board of Directors and Leadership Team
- Robust financial planning and infrastructure with increased transparency, strong management, and accountability
- Support from the City of Oshawa, in particular Facilities Management, in preparedness for reopening after lockdown and the tremendous amount of work on capital projects such as the HVAC replacement to protect the collection and the replacement of our front steps
- Ability to adapt and pivot to meet the changing needs of our community whether it be responding to the pandemic, events like the GM plant closure, or community action of the Black Lives Matter movement
- Strong evaluative tools, facilitating organizational learning and guiding growth
- Empathetic, skilled, and diverse staff team
- Expansive purpose-built facility supports programming and holds an important and expanding collection of modern and contemporary art
- Community partnerships and socially engaged exhibitions increase awareness of contemporary art and the RMG, and explore urgent issues facing our communities
- Commitment to equitable access by breaking down barriers to the arts for all
- Prioritize working with Black, Indigenous, and artists of colour to amplify traditionally underrepresented artistic, community, and curatorial voices
- Completion of a comprehensive Digital Strategy to provide a road map for the future

Challenges (Weaknesses)

- The reduction and elimination of a \$133,000 accumulated deficit with minimal fundraising infrastructure and limited staff capacity
- The down turn in markets having a significant impact on our externally restricted endowed funds
- Continuing our role in working collaboratively with communities is a challenge with current physical distancing restrictions, and also means prioritizing quality over quantity to build community meaningfully and without tokenization
- Uncertainty over return of visitors and program participants is seeing a sharp decline in visitors to the Gallery and no program participants

Opportunities

- Building capacity for fundraising with the hire of a Development & Membership Lead to further develop our membership base, fundraising stream, and philanthropic programs
- Developing collaborations and partnerships with UOIT, Trent University and Durham College to raise awareness of the RMG, increasing visitation, and enhance student life experience and reputation of “university town”
- Raise awareness of the RMG locally, regionally, and nationally to build pride in our heritage, as well as our future as a hub for contemporary and community-engaged arts practice.
- Enhancing the RMG’s presence in the virtual space with increased digital programming and capacity through a new website.

Threats

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

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

4. Objectives

Strategic Priority Mapping

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

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

2021 Overview

The RMG will continue to take a leading role in Oshawa and Durham as a positive cultural agent of social change working towards an equitable future. To serve the citizens of Oshawa in meaningful ways, in 2021 we will continue to reimagine how we operate to build a stronger, more relevant organization.

Our organizational focus for 2021 is to embed the digital engagement practices we have been experimenting with in 2020 into our core work. The onsite experience remains integral to the RMG's value of facilitating conversations between artists and the community, and with sharing the incredible collection that has such deep history in Oshawa. However, we know that in order to support those who are vulnerable, who may not feel confident engaging in groups in some time, and teachers and parents delivering curriculum online, the digital programming needs will not decrease. One of the major hindrances has been our website and we are actively seeking up to \$100,000 in order to fund a website with seamless user experience and more flexible backend programming to enable this work.

Our exhibition programming will focus on showcasing artists who have traditionally been underrepresented in the so-called art world. We want all Oshawa residents to see themselves in the work presented at the RMG.

We will continue to work to strengthen our organizational health and solidify our financial resources. This will include building on the momentum of our fundraising success in the final quarter of 2020 with the revamped Membership Program and increased corporate support.

Our current strategic plan, *Forging Change through Connection and Creativity* was originally timed for 2018-2020. The Board of Directors has approved an extension of that plan through 2021. Beginning late 2020, we have begun the strategic planning process for 2022-2024 with the goal of continuing to build a stronger, more relevant organization.

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

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

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
Develop exhibitions that promote social justice	Curatorial Development	University of Toronto	Will Kwan: <i>Terra Economicus</i>	Q1	Installed	# of visitors	Online and onsite exhibitions
		York University	Tim Whitten retrospective	Q2	Confirmed	Enduring community partnerships	3 x public programs for each exhibition
		Tangled Art + Disability	Carmen Papalia disability arts	Q3	Confirmed	Qualitative audience feedback	
		TD Bank	<i>Like the Winter Snow</i> Indigenous languages	Q4	Confirmed		
		Mississaugas of Scugog Island First Nation					
		Bawaajigewin Aboriginal Community Circle					
		Durham District School Board					

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
Support and provide platform for local and emerging artists	Curatorial	RBC Foundation	RBC Artist Incubator residency and exhibitions	Q1-Q4	Confirmed	Mentorship of emerging artists	4 x artist residencies
	Visitor Engagement	Oshawa Art Association	Community exhibitions of local artists and art associations	Q1-Q4	Confirmed	Strengthen local partnerships	12 x artists and 4 x organizations
	Learning & Engagement		Highlight local artists in RMG Shop	Q3-Q4	Under development	Financial support for local artists	Commissioned products
			Develop online portal for local/regional artists	Q3-Q4	Under development	Increased awareness	Portal complete at YE
Raise awareness of artistic practice digitally	Communications & Digital Media Curatorial	Arts & Science	Series of digital programs that engage audiences directly with artists	Q1-Q4	Confirmed	# of participants and views	8 x digital public programs 10 x virtual exhibitions

Agency Objective 2	Contribute to a Flourishing Cultural & Civic Landscape	<i>We will work together with our communities to co-create, forge new and deepen existing partnerships, and be responsive to events impacting our local audiences.</i>	
Relevant City Strategic Goals	<p>“Our Future, Our Focus” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i></p> <p>Strategy 3. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs</p> <p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships</p> <p>Strategy 5. Pursue sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity- Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community</p> <p>Strategy 2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</p> <p>Strategy 5. Strengthen, expand and recognize the volunteer sector</p>	<p>Culture Counts Plan</p> <p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.2: Expand Financial Resources from all Sectors to Support Arts, Culture and Heritage</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p> <p>Strategy 6.2: Address the Cultural Aspirations of Diverse Communities</p>	<p>Parks, Recreation & Culture Strategy— VISION 2020</p> <p>Goal F: Increase and enhance the Profile and Support for Arts and Culture.</p> <p>Strategy F4: Encourage the business community to support arts and culture initiatives</p>

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<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				

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
Develop modes of program delivery digitally to remain accessible	Learning & Engagement Communications & Digital Media	DDSB DDCSB UOIT	Offer variety of schools programming digitally or as outreach in schools Delivery of online exhibitions Onsite events that can also be streamed	Q1 – Q4 Q1- Q4 Q2 – Q4	Continuation of 2020 delivery Continuation of 2020 delivery Under development	Refine current offering to respond to teacher/home school needs Engaging online content High caliber experience for onsite/online	3 x ways for curriculum delivery 10 x online exhibitions 8 x public programs
Forge new and deepen existing partnerships	Curatorial Learning & Engagement	Mississaugas of Scugog Island First Nation	Inspired by exhibition programs and connections to artists, deepen relationships	Q4	Ongoing	Strengthen our existing partnership	2 x partnerships deepened

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
		Bawaajigewin Aboriginal Community Circle Durham Black Educators Network Durham Black Accountability Coalition	with Indigenous communities To follow through on action plan following the BLM movement, develop relationships with local Black-led organizations	Q2	Under development	Develop new partnership and understanding of how we can serve and support the Black community	2 x new partnerships
Increase number of RMG members and broader community support	Development & Membership	Downtown business partners	Work with membership 'Preferred Partners' to promote becoming a member	Q1	Confirmed	Supportive relationships with our 'preferred partners' downtown	10 x preferred partners
	Visitor Engagement	Organizational and community partners	Build 'You Belong Here' membership brand	Q2-Q4	Under development	Increased broad community support	400 RMG members (growth from 213)
			Foster broad community support through storytelling	Q4	Under development		

Agency Objective 3	Deepen a Holistic, Integrated and Purposeful Approach	<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>	
Relevant City Strategic Goals	“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 <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	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	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

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	<p><i>Goal: Cultural Vitality – Enrich Our Community Through Culture</i></p> <p>Strategy 1. Work with the community to implement Culture Counts – the Arts, Culture and Heritage Plan</p>	<p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p> <p>Strategy 6.2: Address the Cultural Aspirations of Diverse Communities</p>	

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
Continue to increase accessibility through participation, ease of use and understanding	Curatorial	Tangled Art + Disability	Advocate for permanent interior ramp from RS McLaughlin Gallery to lobby	Q1	Under development	Increased physical accessibility	\$50,000 minimum in funding
	Visitor Engagement & Facilities	Brain Injury Association of Durham	Apply for funds to increase number of physically accessible doors	Q2	Awaiting confirmation	Increased funding for access initiatives	Organizational standards for interpretation
	Learning & Engagement	City of Oshawa	Work with artist Carmen Papalia and Tangled Art + Disability on accessibility plan	Q1 – Q4	Under development	Deeper understanding of access issues in working with people of all abilities on	Accessibility plan

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
			Enact interpretative approach to ensure intellectual access for all	Q1 – Q4	Confirmed	program development	
Work towards an equitable organization	Curatorial Communications & Digital Media Development & Membership Learning & Engagement Visitor Engagement & Facilities	Organizational and community partners	Complete collections audit and revise collections strategy to diversify our permanent collection Evaluate internal process and procedures Review all policies with an equity lens Engage an equity consultant to work with staff and Board on refining our action plan to address systemic racism	Q1 Q1 – Q4 Q3 Q1 – Q4	Under development Under development Under development Under development	An equitable approach to all of the RMG’s work Supporting organizational culture of social justice as an integral part of our work A supportive, brave space for all	Acquisitions support new strategy Refined internal processes
Continue to develop partnerships for permanent collections exhibitions	Curatorial Learning & Engagement	Community partners (TBD) AIDS Committee of Durham	Integrate community partners in exhibition development and co-creation Onsite display of <i>Come Out, Come Out</i> building Thomas Bouckley Collection with LGBTQ2+ experiences	Q1 – Q4 Q3	Under development Confirmed	Integrated co-creation and co-production Onsite exhibition after online in 2020	Positive partnership with qualitative evaluation

Agency Objective 4	Build Resilience and Adaptive Capacity	<i>We will establish sustainable ways of working through considered resource allocation and increased focus on fundraising and other revenue generation. We will be responsive and evolve to meet emerging trends and issues.</i>		
Relevant City Strategic Goals	<p>“Our Focus, Our Future” City of Oshawa Strategic Plan</p> <p><i>Goal: Economic Prosperity & Financial Stewardship- Responsible Taxation</i></p> <p>Strategy 4. Proactively apply for public sector funding and pursue private sector partnerships</p> <p>Strategy 5. Pursue sponsorships to maximize revenue opportunities and reduce costs</p> <p><i>Goal: Social Equity- Enrich Our Community Through Diversity</i></p> <p>Strategy 1. Develop corporate and community plans that embrace diversity and strengthen our corporation and community</p> <p>Strategy 2. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population</p> <p>Strategy 3. Continue to strive to be a barrier-free community</p> <p>Strategy 4. Continue to engage citizens of all ages</p> <p>Strategy 5. Strengthen, expand and recognize the volunteer sector</p>	<p>Culture Counts Plan</p> <p>Strategy 1.3: Increase and Communicate the City’s Financial Support for Arts, Culture and Heritage</p> <p>Strategy 2.2: Grow Oshawa’s Creative Cultural Industries</p> <p>Strategy 2.3: Expand Cultural Tourism Locally and Regionally</p> <p>Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector</p> <p>Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts, Culture and Heritage</p> <p>Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages</p> <p>Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur</p> <p>Strategy 6.1: Respond to the Cultural Needs of all Ages</p>	<p>Parks, Recreation & Culture Strategy— VISION 2020</p> <p>Goal F: Increase and Enhance the profile and Support for Arts and Culture</p>	

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	<p><i>Goal: Cultural Vitality- Enrich Our Community Through Culture</i></p> <p>Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan</p>		

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
Establish permanent Development role and fundraising strategy	Development & Membership Lead	Fundraising Committee	Hire a permanent, full-time Development & Membership Lead to support fundraising and donor stewardship	Q1	Under development	Professional fundraiser with entrepreneurial spirit	1 x new staff member
			Complete a comprehensive fundraising strategy	Q3	Under development	Achievable and aspirational strategy	Plan for next 2 years
Enact new Investment & Endowment Policy	Finance & Administration	RBC Wealth Management	Reach out to legacy donors for agreement to new endowment guidelines	Q1	Confirmed	Revitalized relationship with legacy donors	Agreement from donors
		Finance & Investment Committee	Follow new endowment draw guidelines to have	Q2 & Q4	Confirmed	Sustainable operating draw	3% draw for operations

Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
			sustainable and expected amount for operations				and acquisitions
Enact digital strategy	Communications & Digital Media	Arts & Science UOIT	Fund and develop new organizational website	Q1 – Q4	Under development	User friendly website that is fully accessible	\$100,000 in funding
			Develop online artist portal to promote and raise awareness of local talent	Q2 – Q4	Under development	Online platform for artists	Completion of platform
			Build digital presence through continued online programming	Q1 – Q4	Confirmed	Increased digital engagement	10 x online exhibitions 8 x digital public programs
Refine organizational structure and capacity	Finance & Administration	Governance & Nominations Committee	Complete policy review and introduce new policies as appropriate	Q1	Confirmed	Key policies in place	6 x revised/new organizational policies
			Establish protocols to support policies in action	Q2 – Q3	Confirmed	Protocols in action	# of supporting protocols
			Integration of Policy and Protocol Framework	Q1	Confirmed		

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

	Strategy 1. Work with the community to implement Culture Counts—the Arts, Culture and Heritage Plan		<p>Tourist Destination</p> <p>Objective H.1: To establish tourism as a more significant focus for the City</p>
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Strategy	Responsibility	Supporting Partners	Actions	Timing	Status	KPI	Target
Increase financial support through donor relationships	Development & Membership Lead	Fundraising Committee	Reach out to new funders and develop prospect pipeline	Q1 – Q4	Under development	Establishment of prospect pipeline	<p>25 x new prospects</p> <p>\$250,000 fundraising goal met</p>
Build base for philanthropic membership giving	Development & Membership Lead	Fundraising Committee	<p>Identify and secure members at philanthropic levels (<i>Abstracts</i> and <i>Painters 11 Circle</i>)</p> <p>Develop <i>Upstarts</i> young patrons group</p>	<p>Q1-Q4</p> <p>Q3-Q4</p>	<p>Under development</p> <p>Under development</p>	<p>A core, supportive group of patron level members</p> <p>An engaged group of young professionals</p>	<p>10 x <i>Abstract</i> members</p> <p>6 x <i>Painters 11 Circle</i> members</p> <p>12 x <i>Upstarts</i> members</p>

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

5. Resource Requirements

The RMG 2021 budget request amounts to a 2% increase of \$16,592 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 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. While our Canada Council for the Arts grant is a three-year commitment, these sources provide very little operational money in comparison with our support from the City of Oshawa. Secure 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 community work and projects.

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

The RMG's externally endowed funds invest monies that were gifted to the Gallery with specific restrictions primarily to support exhibitions, to maintain the collection, to acquire new works of art for the collection, or to assist with education. Over the past five years the endowment has been significantly reduced as a result of drawing the entire expendable portion for operations. The establishment of the Investment and Endowment Policy will set a specific draw rate from the endowed funds to ensure preservation of principal and ongoing support for the RMG.

6. Conclusion

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

Over the last three years of our strategic plan *Forging Change through Connection and Creativity*, the RMG has experienced tremendous growth. Now at the peak of our capacity we are shifting gears to respond to a new way of working as a result of the pandemic. We continue to make decisions guided by our core values and ensure that our community and local citizens engage with the arts. We strive to support our partners in the community as they similarly navigate today's society. We are interested in a reimagined and more inclusive world and work towards holistic accessibility.

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

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

- Prosperity through our success attracting renowned artists and delivering world-renowned learning and engagement programs
- Collaborative through our partnerships with community organizations, schools, and local artists
- Vibrant through our ever-evolving programming including our digital engagement and pivoting to RMG Fridays Drive-In events
- Inclusive through our commitment to equity and social justice and continued work to address colonialist structures inherent in our sector
- Green through our reduction of waste, relationship to the land, support of public art, and partnership to develop an Indigenous garden

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

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