

2020 Business Plan

Through our 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.

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 essential 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

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.

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, students, young families, new Canadians, under-served minorities, and young professionals. 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, crowd-sourcing exhibitions, 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.

35,600+ visitors experienced art through the RMG.

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. We are turning our attention outward, sharing and learning from 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 most extensive holdings of works by Painters Eleven in the world. **Also, work by internationally recognized artists like Andy Warhol, Emily Carr, Lawren Harris and David Hockney can be found in the RMG's Permanent Collection.**

We continue to grow and maintain our permanent collection with intention, building affinity with our communities through dynamic exhibition and programming models.

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 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 marginalized 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.

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

Our holistic approach at the RMG is to always provide a welcoming, accessible, supportive learning environment that shares the vision and voice of art and artists to make meaning, create dialogue and promote understanding of our world and ourselves.

21st Century Learning practices are embedded and play an active role in the design of activities; respect, openness, risk, curiosity and collaboration are central to our values and at the heart of the work we do.



**Community
Workshops
Classes**



**Partnerships,
Relationships &
Co-Learning**



**Interpretive
Spaces and Tools**



**Formal Learning
(Schools JK-12)**



**Outreach &
Socialization**



**Gallery A & RBC
Artist Incubator**

RMG—Free and Accessible

We remain steadfast in 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, 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.

Companies that Care continue to support a new bursary program that allows children from Denise House and inner-city schools, 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 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 138 classes** from Durham District Public, Catholic, and private schools in 2018/19. 100% of teachers rated the program as highly relevant and valuable to students.

"Best trip I've been on as a teacher." Teacher, Alexander Graham Bell Public School

7,095 community members participated in the RMG's workshops, programs and classes over the past year!

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.

2019 Objectives & Highlights

Our 2019 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.

Empower Artists

- In-depth curatorial mentorship was provided to emerging curator Danielle Printup (Algonquin + Onondoga). *Inaabiwin*, her first exhibition in a public gallery is travelling to three galleries across the province.

- Emerging curators Ruth Jones and Sam Mogelonsky's exhibition *Glimmers of the Radiant Real* is travelling to three galleries across the country.
- Mid-career retrospective by Trinidad-born, Oshawa-raised artist Andil Gosine, traces a family history of indentured labour and his own queer coming-of-age in Oshawa.
- Launch of an artist's professional development series, informed by artist feedback, is responsive to the most pressing challenges artists face in their personal and commercial practice.
- Gallery A/art Lab received a big boost from the RBC Emerging Artists Project fund. The new RBC Artist Incubator, a residency program for artists, 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.

Contribute to a Flourishing Cultural and Civic Landscape

- The RMG played host to a Citizenship Ceremony in conjunction with the Institute for Canadian Citizenship. We celebrated 47 new Canadian citizens and their families, offering hospitality and a warm cultural connection.
- We partnered with the Brain Injury Association of Durham Region (BIAD) to exhibit masks and stories created by 56 of their members, which reflected their distinct realities of living with a brain injury. Many participants described feeling acknowledged and understood for the first time.

"It was an overwhelmingly emotional experience for all involved. We covered the entire spectrum of human emotion over those five months. There was much laughter, anger and tears throughout the process, beginning a new layer of healing." Supervisor, BIAD
- OPG's Second Sunday Holi Festival was produced in partnership with the Indo-Canadian Cultural Association of Durham. Over 200 people attend this lively, now annual event.
- 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.

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

- The Permanent Collection exhibition *Whose Home on Native Land?* was created in partnership with local scholar Dawn Lavell-Harvard (Wiwewemikong), artist Regan Kennedy (Lenni-Lenape) and high school student Alex Ranger (Metis) to forge a

responsive and more holistic understanding of Canadian art history while pointing to the gaps and omissions in our collection.

- **Support for deaf and disability artists and visitors:**

A collaborative exhibition by Dani Crosby + David Bobier in Fall 2019. Beginning from personal stories collected anonymously, Crosby and Bobier will create works that respond intuitively and empathically, integrating tactile and multisensory technologies. The works provide multiple access points, and new accessibility strategies will be integrated into installation design and didactics.

- **Creating conversation around important local issues:**

Germaine Koh's *Home Made Home: Patch Work* explores the complex housing issues relevant to the Durham Region. Through a responsive exhibition strategy, the show generated civic conversation.

Emerging Toronto-based artist, Shellie Zhang created a Core 21 photo installation, highlighting the often-overlooked history of Chinese-owned businesses in Oshawa's downtown core.

Senior artists Carole Conde and Karl Beveridge returned to their 56-image series *Oshawa: A History of Local 222* (1982-83) which traces a history of the local autoworkers union's to create a final capstone image, **marking the closure of the GM plant in Oshawa.**

- The new Painters Eleven exhibition was created in partnership with Ontario Shores Centre for Mental Health Sciences (OSCMHS). **Three Ontario Shores Mental Health Ambassadors with lived mental health experience worked directly with RMG staff to co-produce this compelling exhibition**, in an immersive and socially relevant experience that created awareness and captured the attention of the community.
- *#feelslikehome* invited members of the community to participate in this exhibition by using the hashtag to reflect what home meant to them. This crowd-sourced project illustrated how home and a sense of community can be one and the same.
- Summer Art Camp-- 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

- **\$355,000 awarded** in competitive provincial and federal arts grants in 2019
- **A successful Ontario Trillium Foundation Capital Grant** strengthened the RMG's exhibition, education and facility equipment and technology, enabling enhanced artist support and service to the community. This grant provided \$56,000 in new technologies, studio equipment – and returned the catering kitchen to full capacity, enabling food-centred community-building projects.
- Organizational learning to support the execution of the strategic plan—the RMG Team has completed **Naloxone Training, Indigenous Sensitivity Training and Mental Health First Aid Certification**, in order to better serve our community.

Build Affinity

- Meaningful community partnerships (too numerous to list) include Brain Injury Association, Durham Black Educators network, AIDS Committee of Durham, the LGBTQ community, O'Neill Collegiate, Denise House and the Indo-Cultural Association of Durham.
- Aligned with City of Oshawa Tree Lighting event, the RMG expanded participation in the event to include a Holiday Art Market and the Tree Lighting Lounge.
- **Oshawa Museum Leaders Meeting of the Minds** continues—a quarterly gathering of museum and gallery leaders in Oshawa to enable knowledge-sharing, collaboration and broader visioning for our sector.
- **8th 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).
- **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, the Canadian Arts Summit, 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: **Major RMG exhibitions continue to receive “Must See” profile in Canadian Art**, a respected national arts magazine.

4. SWOT Analysis

Strengths:

- Good governance and a robust financial infrastructure with increased fundraising, transparency, strong management, and accountability
- A supportive and forward-thinking work culture that encourages risk-taking and experimentation with both processes and programming
- Strong evaluative tools, facilitating organizational learning and guiding growth
- A long history of supporting our values and mission, making actionable our goals and objectives
- Empathetic, skilled and diverse staff team, empowered to make meaningful contributions
- Expansive purpose-built facility supports programming and holds an important and expanding collection of modern and contemporary and Indigenous art
- Community partnerships and socially engaged exhibitions provide meaningful resource and knowledge sharing, increasing awareness of contemporary art, and exploring urgent issues facing our communities
- Commitment to equitable access by breaking down barriers to the arts for artists, audiences, and youth: visiting the RMG is always free and accessible programming supports diverse artists and audiences
- Continued alliance with local and broader Indigenous communities and support for underserved groups

Challenges (Weaknesses):

- The reduction and elimination of a \$133,000 accumulated deficit with minimal fundraising infrastructure and limited staff capacity.

- Taking on social responsibility/action role, while meeting rapidly building community need and desire within existing resources.
- Competition for fundraising and declining arts funding.

Opportunities:

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

Threats:

- **Persistent HVAC system issues have resulted in significant, repeated long-term incidents and day to day issues that deplete human resources and distract from the mission, while placing Permanent Collection works of national significance at risk, and the gallery’s Category A status in jeopardy.**
- 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.
- Deficit reduction limits resources and endowment revenue is unpredictable in the volatile investment market
- Potential cuts to operating budget from Federal, Provincial and Municipal funders have the potential to place limitations on programming.

5. 2020 Objectives

The RMG will continue to take a leading role in Oshawa and Durham as a positive cultural agent of social change. To serve the citizens of Oshawa in more abundant and meaningful ways, in 2020 we will maintain positive momentum as we continue to strengthen, align and build capacity under the direction set by the new strategic plan.

Our organizational focus for 2020 is to enhance our internal processes and procedures to form a strong foundation from which to do our essential outward-facing work. We will work to strengthen our organizational health and solidify our financial resources. Guided by our strategic priorities, we will continue to be responsive to ongoing findings, operating within financial constraints.

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

Strategic Outcome Indicators

- a. New perspectives and ideas are emerging and taking hold
 - New models of conciliation and protocols, serving strengthened relationships are evident.
 - Greater shared learning and reciprocity
 - Increased dialogue around big issues facing our communities
- b. More connections and support for our diverse communities
 - Deeper and expanded relationships with underserved and marginalized communities.
 - Greater intimacy and new levels of hospitality inspire a sense of belonging
 - Increased community pride and social impact
- c. New and more diverse artistic practice
 - Ambitious artistic programming is accessible to a broader audience.
 - Increased representation of diverse artists and perspectives

<p>Agency Objective 1</p>	<p>Empower Artists <i>In 2020, we continue to place a 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> 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 Look for opportunities to support the artistic practice of exhibiting artists in deeper and increasingly meaningful ways.</p> <p>1.3 Nurture and develop the RBC Artists Incubator pilot; evolve based on learnings and seek funding renewal.</p>

Responsibility	Learning & Engagement Team, Curatorial Team, Communications & Digital Media Lead, Community & Front of House Manager			
Supporting Partners	Aked Endowment, Ontario Arts Council, Canada Council, sister public art galleries, RBC Emerging Artists Program, community groups			
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
Look for opportunities 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
Nurture and develop the RBC Artists Incubator pilot; evolve based on learnings and seek funding renewal.	Q1-4		# of artists in incubator \$ funding renewal # incubator artists offered new opportunities from their incubator experience	4 artists complete 3-month incubator experience \$49,000 in renewed project funding 100% of 2019 project funding renewed for 2020 2 artists receive new projects beyond the Gallery
New Resource Requirements (if any)				
<p><i>Sustained funding and collaborative partnerships</i></p> <p><i>Additional hours assigned to Gallery A Coordinator to manage incubator (+14 hrs. per week)</i></p> <p><i>Digital technologies to enhance artistic practice</i></p>				

Outcomes/Benefits Per Objective
<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>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	2.1 Implement the new community partnership strategy and framework for meaningful engagement activities and projects. 2.2 Identify projects that will support and strengthen the local and regional arts ecology.			
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
Implement the new community partnership strategy and framework for meaningful engagement activities and projects.	Q1		# of community partnerships	4 community partnerships activated
Identify 2021 priority projects that will support and strengthen the local and regional arts ecology.	Q1-4		# of priorities defined	1-2 priorities defined and planned for 2021
New Resource Requirements (if any)				
<i>Knowledge philanthropists to provide expertise and guidance Realignment of staffing resources to accommodate more in-depth community projects</i>				
Outcomes/Benefits Per Objective				
<i>Enduring reciprocal partnerships build new audiences and gallery supporters Connections between disparate groups emerge Greater levels of understanding and new ways of thinking create bridging and bonding</i>				

<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	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).			
	3.2 Engage the new Permanent Collection Strategy to refine and elevate the quality and relevance of our collections to our communities.			
	3.3 Continue to evolve Permanent Collection exhibitions as a learning lab and experimental spaces to deepen relationships, build bridges within our diverse communities and inspire new ways of thinking.			
	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.			
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 appreciation).	Q1-4		\$ increase in funding # of new accessible programs and programming enhancements	\$30,000 in new funding 3 new accessibility initiatives
Engage the new Permanent Collection Strategy	Q1-4		# of priorities defined	1-2 priorities defined

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.	Q1-2		# 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 Connections between disparate groups emerge Greater levels of understanding and new ways of thinking create bridging and bonding 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 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</p>

Strategies	<p>4.1 Continue to optimize the administrative infrastructure to create new capacity.</p> <p>4.2 Create new endowment strategies, policies and procedures.</p> <p>4.3 Build digital intelligence and capacity</p>			
Responsibility	CEO, Board of Directors, Manager of Finance & Administration, Leadership Team			
Supporting Partners	City of Oshawa, Canada Council Digital Strategy Fund, Systems Analysts			
Strategy	Timing	Status	Performance Indicator	Target
Continue to 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	Q3 2020
Build digital intelligence and capacity	Q1-4		Digital assessment and strategy document	2-3 recommendations in the key areas of artists, audiences and business and technical
New Resource Requirements (if any)				
<p><i>New funding and collaborative partnerships</i></p> <p><i>Knowledge Philanthropists</i></p>				
Outcomes/Benefits Per Objective				
<p><i>Ease of participation for visitors and community</i></p> <p><i>Enhanced endowment sustainability</i></p> <p><i>Reliable and concise data informs decision making</i></p> <p><i>Digital strategy guides 2021 planning</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	5.1 Identify priority partnerships.			
	5.2 Engage storytelling as a key communications strategy.			
	5.3 Create a strategy and plan for RMG Stewardship and Visitor Experience.			
Responsibility	Curatorial Team, Learning & Engagement Team, Communications & Digital Media Lead, Community & Front of House Manager			
Supporting Partners	Community partners and agencies			
Strategy	Timing	Status	Performance Indicator	Target
Identify priority partnerships.	Q4 2019		# of priority partnerships	2 priority partnerships
			# of touchpoints outlined per priority partnership	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				
<i>The RMG gains a reputation as a compassionate community builder</i> <i>More people can see themselves in the gallery</i> <i>An increased sense of belonging in the cultural community</i> <i>A shared history of the City of Oshawa</i>				

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. 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. 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, 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, depleting available operating revenues.

The RMG 2020 budget request amounts to a 2% increase of \$16,266 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
2020 Operating Budget
The Robert McLaughlin Gallery**

Description	2019	2019	2020	2020-2019 Variance \$'s	2020-2019 Variance %
	Projected Actuals	Approved Budget	Proposed Budget		
Personnel Costs	872,026	823,763	859,392	35,629	4.3
Program and Office Supplies	32,739	33,200	35,043	1,843	5.6
Professional Services	431,053	468,211	469,795	1,584	0.3
Maintenance and Repairs	191,259	141,270	137,770	(3,500)	(2.5)
Utilities	153,160	164,179	161,933	(2,246)	(1.4)
Agency Generated Revenue	(848,165)	(801,024)	(834,334)	(33,310)	4.2
City of Oshawa Grants	(813,332)	(813,332)	(829,599)	(16,267)	2.0
Total Robert McLaughlin Gallery	18,740	16,267	-	(16,267)	

Variance Explanations:

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

Program and Office Supplies: Inflationary assumptions.

Summary: Incremental increases to cover inflationary assumptions and a projected increase in agency generated revenues.