

Varley Art Gallery of Markham Strategic Plan 2014-18

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Purpose

To provide an update to General Committee with respect to the Varley Art Gallery of Markham's Strategic Plan 2014-2018

2014 Strategic Planning Process

- 2014 Strategic Planning for the Gallery re-initiated by the City - engaging Council, Foundation Board, City Staff and key community stakeholders
- April 30, 2014 - Council approved Vision and 5 Strategic Imperatives, and directed staff to finalize the plan including goals, tactics along with an implementation plan.
- January 11, 2015 – Foundation Board endorsed the strategic plan

Vision

Our vision is to be a cultural hub of national significance in the City of Markham to:

- Share and celebrate the life and work of F. H. Varley and other Canadian artists
- Inspire local and national audiences to engage with art, both historical and contemporary

National Significance

National significance indicates an institution whose importance is recognized by its community, the wider public, by peers in the arts community, and by all levels of government, municipal, regional, provincial and federal.

National Significance – Local Value

National significance also implies that the Varley will be fully embedded as an important cultural resource for its immediate community.

Strategic Imperatives

1. Build/ Expand Permanent Collection
2. Enhance Relationship with the Foundation Board
3. Optimize Organizational Excellence
4. Develop Exhibition & Programming Strategy
5. Support the Creation of a Cultural Hub

Build/Expand Permanent Collection

GOALS:

- Build/develop the permanent collection through donation, acquisition and long term loan
- Maintain and exhibit an on-going rotation of the permanent collection
- Review the Varley collections policy and associated documents to ensure they are congruent with the MOU to develop and conserve the permanent collection and preserve Canadian art
- Nurture relationships within private art community and private galleries/dealers to position gallery for potential future donations (Donation acquisition strategy)

Build/Expand Permanent Collection

KEY ACCOMPLISHMENTS TO DATE:

- Completion of Paper Conservation Project funded by Department of Canadian Heritage and Varley-McKay Art Foundation (completed)
- Acquisition of new works through donation and purchase – including works by: F.H. Varley, L.L. Fitzgerald, York Wilson (completed)

Enhance Relationship with the Foundation Board

GOALS:

- Strengthen engagement of Foundation, its Board & Committee members and staff
- Clarify and define the advisory role of the foundation
- Develop initiatives for Fundraising, Sponsorship and Donations
- Improve communication strategy between Board and staff
- Develop recruitment strategy for Board members

Enhance Relationship with the Foundation Board

KEY ACCOMPLISHMENTS TO DATE:

- Developed collegial collaboration on Foundation events (completed & ongoing):
 - Fine Art Auction and Garden in White
- Worked with Foundation to create new events (completed & ongoing):
 - Vintages at the Varley wine tasting
 - Varley Holiday Open House
- Create a “Board Package” to inform all new and existing Board Members of history of Varley Gallery, goals, staff roles, etc. (completed)

Optimize Organizational Excellence

GOALS:

- Develop robust recruitment strategy to select new Gallery Director
- Review roles, responsibilities & authorities
- Review/develop management systems
- Develop appropriate processes, procedures & protocols
- Strengthen financial/budget management
- Improve communications and develop relationships (internal & external)

Optimize Organizational Excellence

KEY ACCOMPLISHMENTS TO DATE:

- Worked with Finance to realign Varley budget under 5 new cost centres to better align with Culture Department (completed)
- Created “House Rules” agreement with tenants of McKay Art Centre (completed)
- Updated the Varley Gallery’s Fire Plan (completed)
- Worked with Asset Management on Varley Security upgrades (completed)

Develop Exhibition & Programming Strategy

GOALS:

- Review existing practices and develop exhibition strategy
- Ensure alignment with MOU
- Gather feedback on programming
- Formulate criteria for submission process with respect to funding exhibitions

Develop Exhibition & Programming Strategy

KEY ACCOMPLISHMENTS TO DATE:

- Ensured works by F.H. Varley always on display in permanent collections gallery (completed)
- Mounted 5 Exhibitions broadly themed to reflect the global and transnational spirit of Pan Am Games (completed)
- Complete a 3-year exhibition program (completed)

Support the Creation of a Cultural Hub

GOALS:

- Develop outreach & education plan
- Develop relationships and partnerships within National and Local Arts community
- Create synergies with other cultural organizations/agencies
- Develop greater presence within Markham/community
- Actively participate in the Unionville Mainstreet Revitalization project

Support the Creation of a Cultural Hub

KEY ACCOMPLISHMENTS TO DATE:

- Maintained excellent Public and Education Programs: Pecha Kucha; Art classes, Summer, Winter and March Break Camp, Lectures, Workshops and Community events (completed & ongoing)
- Pan Am Games participation: Pan Am Day in Canada and Torch Relay Day in Markham; 5 Camps themed to the Pan Am Games (completed)
- Became site for the Cultural Access Pass (completed)
- Achieved highest ever annual attendance (2015): **52,554**

Conclusions

- Build goals and tactics into annual business plan and staff work plans
- Report progress to Foundation Board through monthly Director's reports
- Develop annual plan to report progress on an annual basis

Recommendations

1. THAT the report and presentation entitled Varley Art Gallery Strategic Plan 2014-2018 be received for information; and
2. THAT Council endorse the finalized Strategic Plan for the Varley Art Gallery of Markham; and
3. THAT Varley Art Gallery of Markham staff be authorized and directed to do all things necessary to put the Strategic Plan 2014-2018 into effect.

Questions?