



Building Markham's Future Together
Journey to Excellence

Varley Art Gallery Strategic Plan Update

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History & Background

- 1952 - Kathleen and Donald McKay meet Fredrick Varley – he moves into their Toronto home
- 1957 – The McKay's move back to Unionville and Varley moves with them living and working in their basement at what is now known as the McKay Art Centre on Main St. Unionville
- 1988 - Kathleen McKay donates \$1.2 million and 67 works of art, including many Varley's to the then Town of Markham – under the condition that a suitable facility be built to house the collection – hence the creation of the Varley Art Gallery of Markham

History & Background

- 1990 - City purchased the land for the gallery where it currently sits (corner of Carlton and Main St. Unionville)
- 1992 - Varley-McKay Art Foundation of Markham is created to accept and manage the endowment
- 1997 (May 31) – Frederick Horsman Varley Art Gallery opens under two governing bodies (Varley Art Gallery Advisory Board and the Foundation Board)
- 2006 – Memorandum of Understanding is approved officially merging the two Boards

Memorandum of Understanding

- 2004 (December 14) – City Council passed a resolution and resolved, among other matters, that the functions of the Advisory Board be merged with the functions of the Board of the Varley-McKay Foundation of Markham
- 2006 (March 21) – City Council passed a resolution approving the Memorandum of Understanding (MOU) formalizing the merger and outlining the governance structure of the Varley Gallery

Memorandum of Understanding

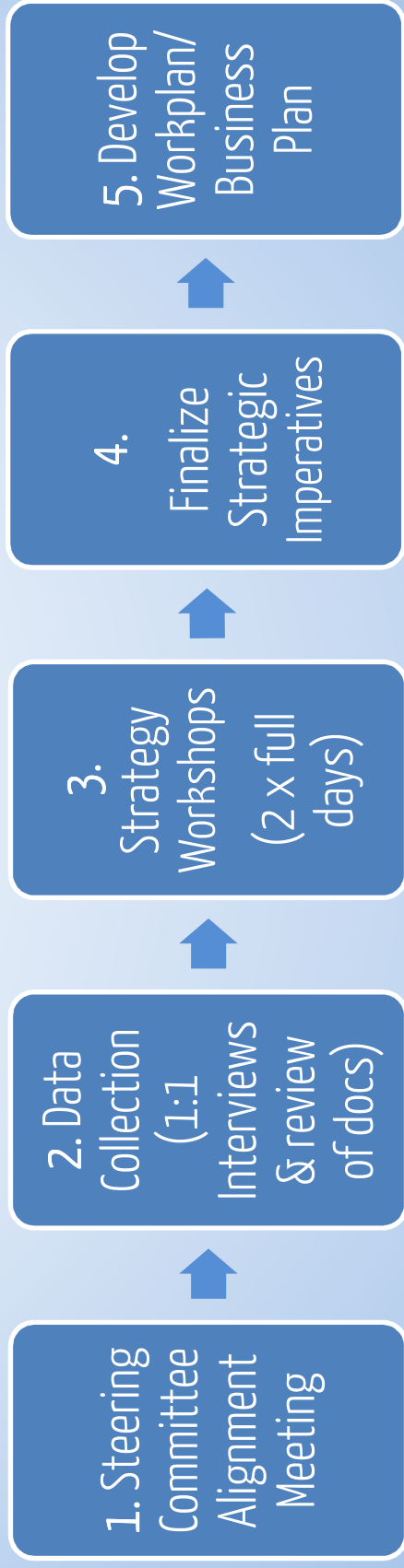
“The purpose of this Memorandum of Understanding is to set out the roles and responsibilities of the Town, including the Gallery and the Foundation, including the Board, with respect to the administration of the Gallery, the acquisition, deaccession and management of the Art Collection, the management of the McKay Endowment Fund and the use of Gallery facilities.”

Memorandum of Understanding

The Foundation....shall receive and maintain funds and apply all of the principle and income therefrom for the following charitable purposes:

- a. To educate and promote the public's appreciation of the fine arts in the Town of Markham through the use of the Gallery;
- b. To maintain & expand the existing collection of art works, objects and documentary material in respect of the collection; and
- c. To preserve & exhibit the collection.

Strategic Planning Process



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

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

- 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)

Enhance Relationship with the Foundation Board

- 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

Optimize Organizational Excellence

- 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)

Develop Exhibition & Programming Strategy

- 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

Support the Creation of a Cultural Hub

- 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



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Proposed Timelines

Action Items	Who	Timelines
Hire Gallery Manager	Director, Culture	Q2 2014
Finalize and Communicate Varley Strategic Plan	Director, Culture	Q2 2014
Align 2014 Business Plan Activities with Strategic Plan Direction	Interim Manager, Varley	Q1-Q2 2014
Development of multi-year work plan, including detailed action items and related outcomes to guide business planning and to track success	Permanent Manager, Varley	Q3-Q4 2014



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Questions?