



Report to: Varley-McKay Art Foundation Board

Date Report Authored: September 9, 2013

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**SUBJECT:** Strategic Planning for Varley Art Gallery  
**PREPARED BY:** Moe Hosseini-Ara, Director of Culture, ext 3596

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**RECOMMENDATIONS:**

- 1) THAT the report entitled Strategic Planning for Varley Art Gallery be received;  
and
- 2) THAT Staff be authorized and directed to do all things necessary to give effect to  
this resolution.

**PURPOSE:**

The purpose of this report is to inform General Committee that the Varley Art Gallery's strategic planning process undertaken in 2010 will be reinitiated, and in collaboration with the Varley-McKay Art Foundation Board, it will be completed in 2013.

**BACKGROUND:**

In 2010, the City commenced work to complete the strategic plan for the Varley Art Gallery. The process was not completed. The City of Markham is committed to ensuring effective and efficient operations for all its Departments and services. As such, the Department of Culture will be reinitiating the process to develop a shared vision and clear direction through the creation of a joint strategic plan. A shared vision will ensure that both the Gallery and the Board have clearly understood and agreed to goals and priorities to guide staff and the Board over the next 3-5 years.

As stated in Commissioner Librecz's letter to the Board (appendix A), the strategic plan will focus on respecting the origins of the Varley, which includes Canadian Historical Art as one of the driving elements.

**OPTIONS/ DISCUSSION:**

The Culture Department will be engaging the services of Knightsbridge Leadership Solutions. Knightsbridge has a track record for achieving positive results in the area of strategic planning and will work closely with the City and Board to ensure a successful outcome.

To guide the process, a small Steering Committee will be struck composed of up to three members of the Board (as selected by the Board), Brenda Librecz, Commissioner of Community & Fire Services and Francine Perinet, Director of Varley Art Gallery and Moe Hosseini-Ara, Director of Culture (as Chair).

The proposed workplan for completing the strategic planning process includes the following:

### **Data Collection/Research**

This step will include confidential one-on-one interviews (45 to 60 minutes in length), with key stakeholders, including board members, staff, community members and others as determined by the steering committee. The results gathered during interviews will remain anonymous, and only the key themes will be captured and reported on. In addition to the interviews, the consultants will gather and review organizational data in order to achieve a better understanding of the current state.

### **Strategy Sessions**

Once the data collection phase is completed there will be two day long strategy sessions involving members of the Board, gallery staff and key stakeholders to work through the process of creating the actual strategic plan.

The timelines for completing this work will be determined in collaboration with the Board and Steering Committee with the goal of completing the final document before the end of the year.

### **FINANCIAL CONSIDERATIONS:**

The complete process will be funded by the Culture Department and is estimated to cost approximately \$20,000.

### **HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

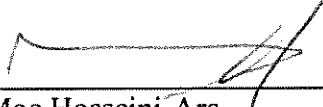
### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

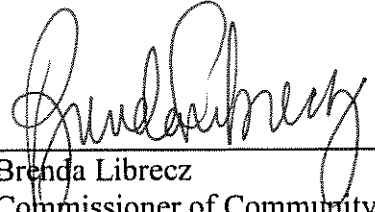
Creation of the strategic plan supports the Council approved Culture Plan which provides the roadmap for enhancing and celebrating arts and culture as an integral part of the overall quality of life in the City of Markham.

### **BUSINESS UNITS CONSULTED AND AFFECTED:**

Not Applicable.

**RECOMMENDED  
BY:**

  
Moe Hosseini-Ara  
Director of Culture

  
Brenda Librecz  
Commissioner of Community  
& Fire Services