

AGN Progress Report 2

August 31, 2018



Art Gallery of Northumberland

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MOU – Memorandum of Understanding (MOU) is an agreement between the Town of Cobourg and the Art Gallery of Northumberland. It expresses a convergence of will between the parties, indicating an intended common line of action.

Purpose – This document is the first of three required Progress Reports to the Town of Cobourg. The Progress Report demonstrates achievements towards each of the AGN deliverables in accordance to the MOU schedule.

Mandate – The AGN’s mandate describes what the gallery is required to achieve based on the programs and services which it has formally contracted to offer as well as following federal, provincial and local laws, codes and regulations.

Vision – This refers to the AGN’s road map, indicating both the corporation's ultimate goal and guiding transformational initiatives, by setting a defined direction for the corporation’s growth.

Strategic Plan/Priorities – These include the AGN’s process of defining its strategy and direction and making decisions on allocating its resources in pursuing this strategy.

Business Plan – Refers to a formal statement of business goals, reasons for attaining them and plans for achieving them.

Human Resources Plan – Identifies current and future human resources needs for the AGN to achieve its goals. This plan serves as a link between human resources management and overall strategic plan of the AGN.

Monitoring and Measuring Our Success

Strategic Priorities

These key high-level goals represent the findings of the 2017 Community Engagement Report and a one-day strategic planning session attended by the Gallery's Board of Directors, staff, and two Town of Cobourg representatives. They include the overarching vision, philosophy and practices that drive the Art Gallery of Northumberland (AGN) priorities, decision making and progress. Strategic Priorities also address remedies for any challenges and weaknesses identified during the assessment phase. Strategic Priorities are outlined as deliverables in accordance with the MOU set in partnership with the Town of Cobourg they include: Mandate; Governance; Organizational Structure; Financial Stability and Communication.

Goals

Our goals are **short (red)**, **medium (blue)** and **long-term (green)** (1-5 years), that achieve the strategic priorities. They are the results of detailed action plans for each Strategic Priority. Action plans may pertain to one or more goals.

Achievements

Our achievements indicate what has been completed to date towards attaining our goals.

Next Steps

Next Steps set out "how" these Strategic Priorities will be achieved. They constitute both project or program-based initiatives and represent new and changing priorities within the AGN. Achieving our Next Steps will require the collaboration of staff and volunteers. In some instances, they will require outside expertise and input.

This plan is a living document, and while it serves as a roadmap and reflects the work underway, it also leaves room for change when new opportunities or unexpected circumstances arise, as long as these fall within the five strategic priorities. With oversight from the Board of Directors the delivery of initiatives will be met with support, general direction and empowerment from the Executive Director.

AGN Mandate: The Art Gallery of Northumberland shall:

1. be a repository for the visual arts, maintain and ensure due diligence and care for works of art held in trust for the citizens and residents of the County and beyond;
2. serve as a public exhibition centre for the visual arts, for instruction and appreciation of objects and examples of educational and cultural value, including artistic, historical and technological artifacts, objects, creations and similar items;
3. promote and encourage activities in the visual arts in the County;
4. serve as a resource centre in all matters related to the visual arts, and
5. seek and engage interested and committed individuals to act in specific and general capacities as Directors of the Board in collaboration with staff and volunteers in promoting the objectives of the Gallery.

Strategic Priority: Mandate	Goals	Achievements	Next Steps
<p>Within the Board, staff, membership and broader community, there have been many conflicting opinions on the mandate and vision of the AGN. Therefore, the mandate and vision must be reviewed and revised to provide clarity for future operations.</p>	<p>To review By-laws and Constitution, update to comply with current not-for-profit legislation.</p> <p>To determine the relationship with the Town of Cobourg.</p>	<p>The mandate of the AGN was revised and introduced along with major revisions to the By-laws and Constitution at the May 29, 2018 Annual General Meeting. A five-month thorough review of the By-laws and Constitution resulted in a clearer understanding of the AGN as a non-profit public art gallery and a Category A designated organization. The document is closely aligned with the non-profit guidelines and sister institutions.</p> <p>Signed MOU with Town of Cobourg for 2018.</p>	<p>Ensure mandate is communicated to all stakeholders.</p> <p>Develop a vision that supports the mandate.</p> <p>Determine the formal relationship with the Town of Cobourg (clarify roles and responsibilities).</p>

Strategic Priority: Governance	Goals	Achievements	Next Steps
<p>There are different types and categories of art galleries as well as various models of governance. The AGN needs to evaluate these options carefully against the revised mandate and potential operational partnership with the Town of Cobourg. Such a review needs to include a thorough assessment of the types of accreditation the AGN should seek (including the recently reinstated- Category A) and how such accreditation would impact both the governance and operations of the renewed organization.</p>	<p>To evaluate governance models and implement the model that best fits the AGN.</p> <p>To participate in Master Culture Plan and support the Town of Cobourg’s cultural priorities.</p> <p>To strengthen and support for the Permanent Collection management and re-instate Category A accreditation.</p>	<p>Category A has been reinstated.</p> <p>We have re-defined our governance model as By-laws, Policy, Board, and Governance.</p> <p>Board of Directors: Transition to Policy oversight Board.</p> <p>Application approved as a member of Master Culture Plan Steering Committee. First meeting September 6, 2018.</p> <p>Board of Director’s Governance and Strategic Planning session meeting October 5, 2018.</p>	<p>Ensure facility management complies with Category A designation.</p> <p>To develop policies and to support the new committee structure in line with By-laws.</p> <p>Fill Board of Director vacancies.</p> <p>Shape and grow the Permanent Collection: Plan for the 100 works donated to the AGN.</p>

Strategic Priority: Organizational Structure	Goals	Achievements	Next Steps
<p>Based on the recommended new mandate and governance model, core programs and services need to be identified along with a draft organizational structure and key roles and responsibilities to deliver those services. Careful consideration must be made of important key resources, including staff, volunteers, members, donors, and artists. During the implementation of the new Business Plan, a Human Resources Plan shall be developed to transition the organization to the next stage of development.</p>	<p>To determine organizational capacity to establish the core programs and services that form the business plan.</p> <p>To strengthen internal infrastructure to support core programming: Exhibitions; Permanent Collection; Education and Communications</p> <p>To strengthen volunteer recruitment, continuous training and management.</p> <p>To identify the required capital improvements.</p> <p>To identify new programs for the community.</p>	<p>Internal processes for operations are being built.</p> <p>Use of the Permanent Collection for exhibitions during transition year to have time to examine current terms of reference and mandate for Permanent Collection and Exhibition program.</p> <p>Successful cancellation of our relationship with the Port Hope Shop and managed transition of Shop to an independent entity.</p> <p>Moving towards a professional, stimulating and sector-competitive work environment that promotes recognition of the staff as a vital gallery resource.</p> <p>Application submitted to Victoria Hall Volunteers for facility improvements, funds received for: demolition of floating wall, painting and repair of the Gallery and entrance.</p> <p>Piloted education programs for children and families.</p> <p>Launch of AGN Artist Spotlight Series: four-part series: music, writers, theatre.</p> <p>AGN Volunteer Handbook complete and implemented.</p> <p><u>Human Resources</u> New volunteer position: Volunteer Co-ordinator will manage all elements of volunteering. The role involves assessing and meeting the AGN's needs through recruitment, placement and retention of volunteers.</p> <p>New volunteer position: Shop Manager. Audit and operations review complete, branding and launch September 8, 2018.</p>	<p>Develop Human Resources Plan to include a Collections Management position or Curator (to maintain the permanent collection.)</p> <p>Support Professional Development for staff.</p> <p>Establish clear mandate for Permanent Collection and Exhibition program.</p> <p>Continue to improve organizational processes.</p>

Strategic Priority: Financial Sustainability	Goals	Achievements	Next Steps
<p>A key component of the Business Plan will be a financial sustainability plan mapped to the organizations new mandate, governance, and organizational structure. This will include an approach and strategies towards sustainability by applying for grants, fundraising/sponsorship, program fees, and membership fees.</p>	<p>To create a financial plan.</p> <p>To explore project grants in support of programs and services.</p> <p>To develop fundraising strategies.</p> <p>To develop attainable targets for program and membership in order to increase revenues.</p>	<p>The AGN applied for three federal grants this Spring. Each was successful.</p> <p>Annual Membership has increased from 92 to 252 in 10 months.</p> <p>Building relationship with granting agencies. (Ontario Arts Council; Canada Council; Ontario Trillium Foundation etc.)</p> <p>Approval from Ontario Arts Council to apply for project grants.</p> <p>Updated CADAC (Canadian Arts Data) to meet compliance with financial requirements in order to apply for Ontario Arts Council and Canada Council grants.</p> <p>Pilot education programs.</p> <p>United Way Northumberland Grant Application for New Initiative Grant (\$5,000 maximum request) submitted August 31, 2018.</p>	<p>Build a business plan including a fundraising strategy.</p> <p>Connect with Ontario Arts Council for multi-year funding.</p> <p>Organize a Membership Campaign to include corporate membership categories.</p>

Strategic Priority: Communication	Goals	Achievements	Next Steps
<p>The Business Plan shall include a Marketing Strategy that incorporates branding and community engagement.</p>	<p>To implement a cohesive communications plan for all stakeholders.</p> <p>To implement anti-spam provisions for our online presence.</p> <p>To participate in the Master Culture Plan and support the Town of Cobourg.</p> <p>Improve wayfinding and physical accessibility inside and outside the Gallery.</p>	<p>A draft Communications Plan has been created.</p> <p>Improved didactic panels and wayfinding systems have been implemented to enhance access to visitors of all ages and abilities.</p> <p>Main source of communications is social media; website; E-newsletter.</p> <p>Participation in the Experience Cobourg campaign in print and online.</p> <p>Compliant with anti-spam legislation.</p> <p>Re-branding of The Shop on 3.</p> <p>Partnership with {poets in Cobourg spaces}; DBIA Battle of the Brushes; Town of Cobourg: Armistice'18</p> <p>Member of Master Culture Plan Steering Committee. First meeting September 6, 2018</p>	<p>Enhance Gallery profile.</p> <p>Continue to unify identity through marketing and messaging documents.</p> <p>Continued improvement of website.</p> <p>Improve audience experience as a memorable and inspired feeling from their visit that meets or exceeds their expectations.</p> <p>Undergo a branding audit and visual identity redesign.</p> <p>Marketing: The AGN seeks to expand awareness of exhibitions and program activities to our diverse audiences. Our objective is to develop a dynamic campaign positioning ourselves as the destination for arts and culture in Northumberland County.</p> <p>Prepare a campaign: Honouring our 60th Anniversary in 2020.</p>