

Strategic Plan 2022-2024

Approved by the Board, September 20, 2024
Extended to 2025

asga
art gallery of alberta
youraga.ca



Teresa Posyniak, *Salvage: remnants of hope and despair* (detail), 1983-2019, wooden doweling, handmade felt (with embedded raw silk) and cast handmade paper, handspun yarn, dental floss, lace doilies, lace, crocheted materials, encaustic, oil and cold wax, steel attachments, steel strapping and other hardware, cast reinforced concrete, sonotubes. From the opening reception of *Rebellious: Alberta Women Artists in the 1980s*. © Teresa Posyniak, courtesy of the Artist. Photography by Leroy Schulz.



Table of Contents

- 4 Context for the 2022-2024 Strategic Plan
- 4 Planning Approach and Rationale
- 5 Mission and Vision
- 6 Pillars of the Plan
- 8 Intent of the Plan
- 11 Strategic Plan 2022-2024: Goals, Objectives and Strategies

Context for the 2022-2024 Plan

Art museums have the power to both excite and educate; they are uniquely positioned to blend education with recreation in ways that can both challenge and catalyze communities. Today, we engage with growing communities and adapt to changing visitor expectations, while continuing to sustain resources and revenue stability as we adapt to advancing technology and communication. The traditional model of museum experience has shifted towards one of active, participatory, interpretive engagement. Museums are rethinking and reworking our spaces and programs to promote deeper understanding of the collection and programming, with greater access and interactivity, as well as public accountability.

Planning Approach and Rationale

With the continued uncertainty caused by the impacts of the Covid 19 pandemic, and the second public closure of the AGA from December 2020 to June 2021, the AGA Board of Directors chose to use the 2021 fiscal year for community consultation and strategic planning workshops with Board and staff to build the direction and contribute to the development of a new strategic plan for 2022-2024. The Board chose a 3 year time period for this plan, given the continued uncertainty of the impacts of the Covid 19 pandemic and the accelerated speed of change in the AGA's working environment.

In the first few months of 2021, the AGA Board of Directors and Staff undertook strategic planning working sessions coordinated by a facilitator provided by the Alberta Ministry of Culture, Community Services department. Through these sessions, the AGA Board carried out a SWOT analysis and confirmed strategic pillars and priorities for the three years 2021-2024. Three Board sessions were held between January and March 2021.

Mission and Vision Statement

As part of their initial work, the Board of Directors affirmed that the existing Mission and Vision Statements continue to hold true to the AGA's core operations and mandate.

Mission Statement

The Art Gallery of Alberta is a museum dedicated to excellent and innovative practice in programming, stewardship, and presentation of visual arts in Western Canada and across the nation. The Art Gallery of Alberta creates a welcoming and engaging environment where people are motivated to transform their understanding of the world by connecting with the visual arts.

Vision Statement

The AGA envisions a future in which we will be the creative hub of Alberta, inspiring imaginations, engaging generations and transforming people's lives through art.

The Board also affirmed that the four key aims that were approved for the 2016-2020 Strategic Plan are still consistent with the overall strategic direction of the AGA for the next 3 years. These aims are to:

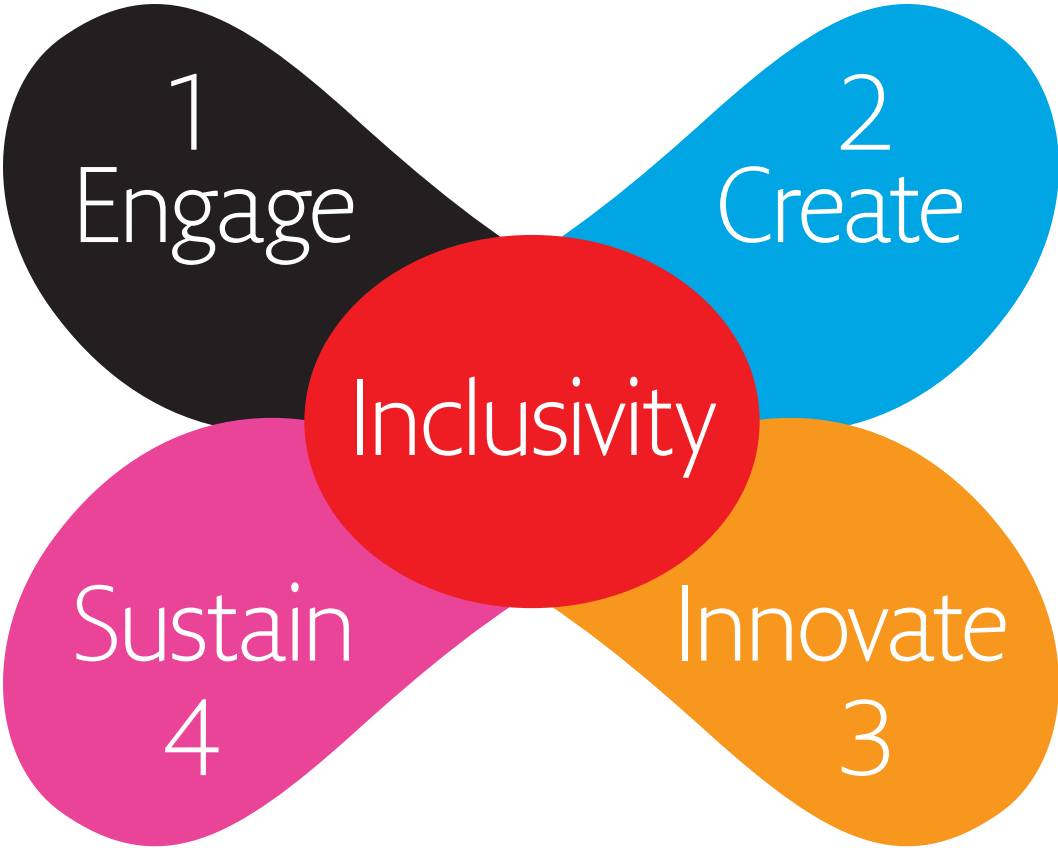
1. Expand the AGA's influence and engagement within the community
2. Build our creative and leadership role in the visual arts across the province
3. Deliver an increasingly innovative experience
4. Create a sustainable financial model

Pillars of the Plan

The 2021 Strategic Planning process continues the AGA’s commitment to the four broad aims above, that were distilled into thematic pillars in the 2016-2020 Strategic Plan. These “Pillars” support the AGA Vision Statement and are the core elements of the plan.

- **Pillar 1** Engage
- **Pillar 2** Create
- **Pillar 3** Innovate
- **Pillar 4** Sustain

In their planning sessions, the AGA Board also identified the importance of INCLUSIVITY as a grounding concept, that will underline and connect all elements of the new plan. The diagram demonstrates the fundamental importance of the value of Inclusivity to the 2022-2024 Strategic Plan. The commitment to Inclusivity is integrated into the Goals, Objectives and Strategies of all of the Plan Pillars.





Intent of the 2022-2024 Strategic Plan

The 2022-2024 Strategic Plan is a roadmap to grow and sustain the AGA for the 3 years of the strategic plan, and to undertake initiatives that will ensure long-term success beyond this time frame.

It is intended to:

- Communicate goals, objectives and strategies
- Align stakeholders around strategic priorities
- Engage, motivate and retain external and internal stakeholders (Board, staff, members, donors, sponsors, funders and audiences)
- Align our mission with programs, deliverables and capacities
- Clarify process and priorities
- Guide decisions and resource allocations
- Provide a budgetary framework and financial goals
- Plan Goals, Objectives and Strategies

Working from the strategic pillars and goals set by the Board, AGA management and staff met to develop specific objectives and strategies for department areas. Three all staff sessions were held in April and May, 2021.

AGA management and the AGA Equity Committee recognized the importance of conducting community roundtable conversations to gather information from individuals and organizations across Alberta about the AGA, and how we can better serve, connect and include more people from across Alberta, with key learnings to be incorporated into the Strategic Plan. Focus was placed on inviting participants from arts organizations that work with artists and community members that are new citizens, Indigenous, BIPOC, 2SLGBTQ+, and/or people with disabilities, so as to specifically address issues of access, equity and anti-racist action. The roundtables were facilitated by external consultants provided by the Colbourne Centre for Inclusive Leadership. Five community roundtables were held between December 2020 and September 2021. We would like to thank all of the people and organizations who participated in these roundtable conversations.

Following the Goals set by the Board and with the contributions of the roundtable participants, AGA management and staff have developed Objectives and Strategies, and an Action Plan for implementation. The following terms are used in the new Strategic Plan.



The Goals are the results toward which our efforts will be directed. These are achievable within the Strategic Plan timeframe of three years.

The Objectives are specific outcomes that we should accomplish to achieve our larger Goals. They are specific, measurable, achievable, relevant and time-bound.

The Strategies are some of the broad activities that we will undertake to achieve the Objectives and create momentum over the course of the plan.

The Action Plan details the specific steps to be taken to implement a Strategy. Key to the Action Plan are assignments of personnel, due dates, outcomes and defined performance measures that will allow the AGA to monitor and evaluate the implementation of the Action Plan over time. [The detailed Action Plan is not included in this summary document.]

JOHN STON
AND MOVING & STORAGE LTD.
DON & LORNA KRAMER
LOCKERBIE & HOLE INC.
LYNN & STEPHEN MANDEL
HUGH McPHAIL & YOLANDA VAN WACHEM
MILLER THOMSON LLP
IN MEMORY OF RUTHIE & HOADLEY MITCHELL
ROBERT & PATRICIA MORGENSTERN
WENDY L. MORRIS
& EDNA NICHOLS
VIE LLP
HER S. ONDRACK
RALPH PATTERSON FAMILY
ON & JOYANNE PLEWES
PRINCIPLE & JUSTICE SHERLA GRECKDL
NDRA & NIKHIL SWAT
STON





Strategic Plan 2022-2024

Pillar 1 Engage

- **Goal 1** Grow Awareness of the AGA
- **Goal 2** Grow Audiences and Bring More People in the Door
- **Goal 3** Increase Diversity of People Connected to the AGA
- **Goal 4** Engage People Across Alberta

Goal 1 Grow Awareness of the AGA

Objective 1 Be open and welcoming

Strategies:

- Create active, exciting and engaging public engagement campaigns / activities
- Create a more accessible website
- Make on-line ticketing more user friendly
- Make opening receptions and other programs freely available to the public
- Work with knowledge keepers to make the AGA more welcoming for Indigenous peoples
- Provide affordable F+B and catering options

Objective 2 Be excellent communicators

Strategies:

- Be open and transparent in communications
- Utilize popular language translation when required
- Develop a more responsive social media strategy
- Diversify content on multiple social media platforms
- Refine advertising strategies to focus on programming and activities
- Establish media partners for interviews and new content
- Work with new and diverse media outlets
- Create “operators manuals” for how we communicate
- Include more voices in AGA communications





Objective 3 Be present in and relevant to our community

Strategies:

- Establish partnerships with community organizations
- Create interdisciplinary and inter-organizational arts collaborations
- Extend AGA offerings into the community
- Organize “street teams” to be present at community events
- Create AGA brand ambassadors in the community

Goal 2 Grow Audiences and Bring More People in the Door

Objective 1 Increase Attendance

Strategies:

- Assess public hours
- Provide additional free access opportunities
- Create group visit incentives
- Utilize complimentary ticket strategies to encourage repeat visitation
- Target seniors’ facilities, newcomer groups and schools and universities to facilitate group tours
- Build tourism relationships

Objective 2 Increase Membership

Strategies:

- Conduct a Members’ survey re: accessibility and interests
- Develop a robust Membership cultivation program with more programs and benefits
- Improve Members communications
- Improve Member stewardship
- Create an Artists Membership program level

Objective 3 Increase Community Engagement

Strategies:

- Host free tours for community groups and community leagues
- Utilize the community gallery to connect with various community groups
- Open public spaces for arts / culture fairs and markets
- Provide access to AGA space for community organizations
- Use theatre to partner with more non-profits
- Host craft or thematic fairs and markets

Goal 3 Increase Diversity of People Connected to the AGA

Objective 1 Ensure a commitment to equity, diversity and inclusion

Strategies:

- Support work of AGA Equity Committee
- Develop an AGA Equity and Diversity policy
- Align all staff with AGA equity work
- Continue EDI training for staff
- Foster Board of Directors involvement with AGA equity work
- Formalize community roundtables as part of ongoing operations

Objective 2 Diversify our Board, staff and volunteers

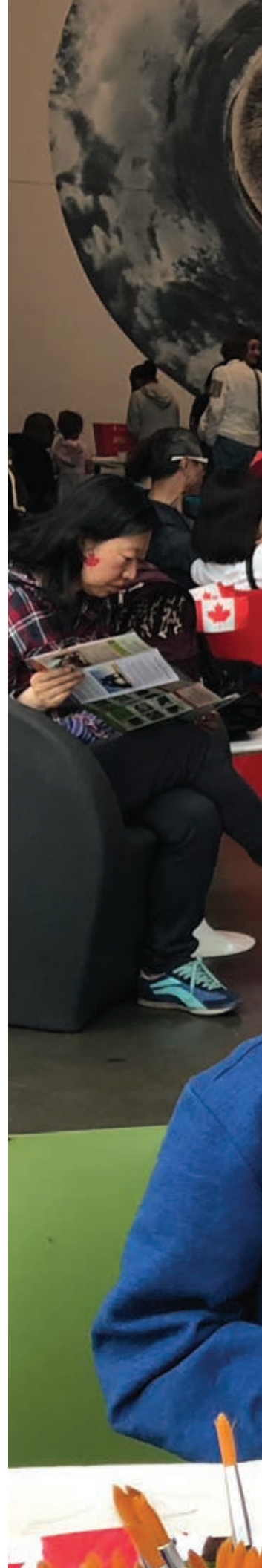
Strategies:

- Review and adjust the Board's skills matrix and recruitment approaches to ensure the Board's composition, skills and experiences reflect our diverse community
- Ensure Indigenous representation on the Board
- Improve hiring reach when recruiting and promote employment opportunities to more diverse communities
- Build the volunteer program, focus on new Canadians and disability accommodations

Objective 3 Support accessibility for all audiences

Strategies:

- Conduct an accessibility audit
- Augment language access: ASL, interpretive needs, captioning
- Provide programs led in different languages
- Improve accessibility/usability of website
- Use alt text on social posts and image descriptions





- Develop new ways to connect with senior audiences
- Share podcasts and audio tours through phones
- Create economically inclusive fundraising events

Goal 4 Engage People Across Alberta

Objective 1 Be a cultural leader in Alberta and Canada

Strategies:

- Support and nurture other visual arts organizations
- Invite different arts organizations to be guests at the AGA
- Connect with other galleries to create larger coordinated events

Objective 2 Build AGA presence in Calgary

Strategies:

- Host AGA events in Calgary
- Create more program partnerships in Calgary
- Conduct AGA Pop-up exhibitions in Calgary
- Evaluate opportunity for a satellite space in Calgary

Objective 3 Collaborate with other municipalities

Strategies:

- Travel exhibitions and collection shows
- Use AFA provincial Travelling Exhibition program (Trex) for AGA presence throughout province
- Distribute calls for submissions in smaller communities to expand artists represented and increase AGA visibility
- Develop a province-wide strategic marketing and communications plan to deliver the message of the AGA

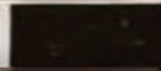




Jackson Beardy III performing *Dancing for My Father, Singing for My Son* with his father Byron (Jackson II) Beardy as part of the programming for *7: Professional Native Artists Inc.*, 2016.

The WALL

BLACK LIVES MATTER...!!?



#AGALive: 5 Artists 1 Love Celebrates 15 Years: A conversation with Darren Jordan, Natalie Meyer and Monique McFarlane

Pillar 2 Create

- **Goal 1** Create a Caring and Safe Space for Everyone
- **Goal 2** Design Exciting Things for People to See and Do
- **Goal 3** Foster Learning and Creativity

Goal 1 Create a Caring and Safe Space for Everyone

Objective 1 Foster a sense of belonging

Strategies:

- Advocate for art, artists and the arts community.
- Create thoughtful contractual agreements and processes
- De-gender / de-colonize language
- Provide staff equity, diversity and inclusion training
- Provide staff training on working with marginalized communities
- Implement gender neutral bathrooms

Objective 2 Enrich the visitor experience

Strategies:

- Implement participatory practices
- Enhance hands-on interpretive areas
- Increase exhibition interpretive and interactive content
- Utilize storytelling to engage people with exhibition content

Objective 3 Support Indigenous experiences

Strategies:

- Acknowledge treaty agreements in terms of access
- Work in solidarity with Indigenous organizations and communities
- Involve Indigenous knowledge keepers and elders in events (including virtual)
- Create partnerships to support Indigenous artists, BIPOC and 2SLGBTQ+ artists

Goal 2 Design Exciting Things for People to See and Do

Objective 1 Be a thought leader in our community

Strategies:

- Create community dialogue to spread awareness of YEG arts and culture
- Offer cross-disciplinary programs to engage new audiences and perspectives
- Support social justice initiatives

Objective 2 Re-imagine experiences

Strategies:

- Create exhibitions that engage with the issues of our time
- Build new programs that combine fun activities with learning opportunities

Objective 3 Share collections in new ways

Strategies:

- Create collection focused exhibitions and programs
- Create an ongoing collection feature wall
- Offer behind the scenes tours and activities





Goal 3 Foster Learning and Creativity

Objective 1 Educate people about art and its importance

Strategies:

- Create active campaigns for learning
- Create programs that introduce art to adult audiences
- Enhance the school tour program through digital additions
- Create new programs focused on youth engagement
- Develop kids podcasts / kid led tours

Objective 2 Bring AGA education programs to more communities

Strategies:

- Expand digital programs across Alberta
- Promote AGA online education programming to Calgary schools
- Create opportunities for digital content and reach out to rural communities

Objective 3 Support emerging generations of arts professionals

Strategies:

- Conduct on-line artists' studio visits
- Provide professional development for young artists and curators
- Develop mentorship program for young artists / curators
- Use community gallery as a space for emerging curators
- Create an artist residency space
- Partner with Alberta universities on programs for students
- Create resources to support new immigrant artists

Pillar 3 Innovate

- **Goal 1** Build a Culture of Innovation and Adaptation
- **Goal 2** Enhance Digital Engagement
- **Goal 3** Shape a Museum of the Future

Goal 1 Build a Culture of Innovation and Adaptation

Objective 1 Support staff innovation

Strategies:

- Create an AGA staff innovation team
- Allocate annual funds for innovation work
- Create staff innovation incentive program

Objective 2 Actively learn from others

Strategies:

- Keep current with trends and best practices
- Research innovative practices in comparable organizations
- Conduct innovation workshops with external partners

Objective 3 Be ready to adapt and change

Strategies:

- Gather and formalize the learnings and tools from the Covid-19 pandemic
- Create a model with rules and best practices for implementing change

Goal 2 Enhance Digital Engagement

Objective 1 Optimize digital tools

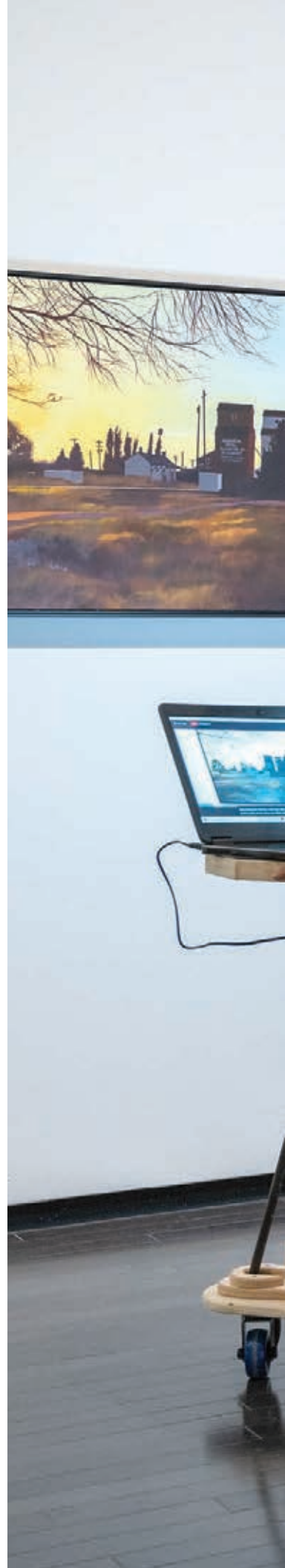
Strategies:

- Improve website to better support AGA activities
- Optimize Tessitura software
- Improve data collection for both planning and evaluation
- Optimize digital file and photographic storage

Objective 2 Build accessible online platforms

Strategies:

- Create a Digital Strategy plan
- Research and implement new digital engagement tools
- Create exhibition virtual walk-throughs
- Create an AGA interaction app





Small informational text panel on the wall.



mins. left



#AGALive: Collaborative Chance Drawing with Sean and Emma Caulfield.

Objective 3 Share the collection online

Strategies:

- Research a new collection database
- Acquire and prepare collections database for online viewing
- Facilitate public research
- Analyze options for monetizing the collection

Goal 3 Shape a Museum of the Future

Objective 1 Address the past

Strategies:

- Develop and implement a commitment to the Truth and Reconciliation Commission
- Commit to the City of Edmonton's Indigenous Framework
- Create an Elder in-residence program
- Document AGA 100 years of operations / programming



Objective 2 Collect for the future

Strategies:

- Align our acquisitions strategy to reflect a commitment to equity, representativeness and diversity
- Commit to BIPOC artists collection acquisitions
- Work with Alberta collectors for strategic donations
- Assess potential for strategic de-accessioning
- Celebrate 100th anniversary with collections focus

Objective 3 Ensure environmental responsibility

Strategies:

- Assess our annual carbon footprint and potential offsets
- Arrange for an energy audit
- Evergreen IT and equipment resources
- Create a materials use / reduction policy

Pillar 4 Sustain

- **Goal 1** Ensure fiscal responsibility
- **Goal 2** Grow and diversify self-generated revenues
- **Goal 3** Support AGA People
- **Goal 4** Maintain Facilities and Infrastructure

Goal 1 Ensure Fiscal Responsibility

Objective 1 Reduce the reliance on an operating line of credit

Strategies:

- Re-pay the line of credit to reduce reliance
- Utilize % of the endowment campaign to support operating for 2022-2025
- Build annual capital budget allocation with operating budget

Objective 2 Build reserve funds

Strategies:

- Create an operating cash reserve fund as per Board approved policy
- Create a building reserve to support the 2016 Capital Replacement Study
- Utilize % of the endowment campaign to support reserve funds for 2022-2025

Objective 3 Build endowment fund

Strategies:

- Recruit a Committee Chairperson and other committee members
- Secure endowment donations as per the Board approved campaign plan
- Steward old and new capital / endowment campaign donors
- Celebrate the 100th anniversary and endowment campaign in 2024



TAKE A RISK.
IT'S THE MOST
EDMONTON
THING
YOU CAN DO.



Goal 2 **Grow and diversify self-generated revenues**

Objective 1 Grow ShopAGA, Art Rental & Sales and Prairie Catering revenues

Strategies:

- Implement new organizational structure in Enterprise and Engagement to grow sales and net revenues
- Improve artist/artisan relationships for ShopAGA and AR&S
- Build local artists representation and refresh artists and artworks in ShopAGA and AR&S
- Increase representation of Indigenous artists in ShopAGA and AR&S
- Promote ShopAGA and AR&S with opportunities such as pop ups, on-line store, catalogue sales
- Promote AR+S in Calgary and other communities
- Capitalize on the relationship and cross-promote with Prairie Catering

Objective 2 Build annual and planned giving program

Strategies:

- Develop a new Curator's and Director's Circle benefits plan
- Curator's and Director's Circle Members stewardship events
- Improve Curator's and Director's Circle Members communications through monthly newsletter
- Develop a planned giving program
- Involve donors in the AGA's inclusivity work

Objective 3 Cultivate new sponsors and steward existing ones

Strategies:

- Diversify and grow sponsor base
- Build corporate membership strategy
- Re-define value proposition for sponsorships
- Involve sponsors in the AGA's inclusivity work

Goal 3 **Support AGA People and Strengthen Practices**

Objective 1 Strengthen and support staff

Strategies:

- Implement new organizational structure to support development
- Develop a new performance management program
- Set departmental operational goals and objectives to support strategic plan activities
- Assess wage structure, RRSP and benefits against industry standards

- Provide equipment budget/opportunities for improved office ergonomics (eg. standing desks, appropriate tools and supplies)
- Create a mentoring program for staff
- Formalize an internship program with universities
- Increase professional development opportunities for staff

Objective 2 Improve HR practices and internal communications

Strategies:

- Address succession planning for key roles
- Review HR processes for fair and adequate treatment
- Create HR processes for with marginalized people
- Secure HR resources for HR policy audit, processes and updates
- Improve employee onboarding procedures
- Strengthen processes for role documentation and cross-training in departments
- Create position records / job manuals to be able to support future employees

Objective 3 Update policies and procedures

Strategies:

- Implement Flex Work Policy
- Update HR Policy / Employee Handbook
- Develop Diversity Policy
- Implement a procedure for HR policy review and renewal



Goal 4 Maintain Facilities and Infrastructure

Objective 1 Implement stages of the 2016 Capital Replacement Study

Strategies:

- Implement plan for funding for building / equipment sustainability
- Re-new CSF lease
- Evaluate the need to re-value the AGA building for insurance purposes and conduct evaluation if required
- Assess collection storage issues

Objective 2 Enhance IT resources, management and renewal

Strategies:

- Create a software innovation plan to include acquisition and training
- Secure IT resources to create a hardware and software lifecycle evergreening plan, oversee equipment sourcing, asset identification and maintenance as well as implementation, training, documenting and monitoring
- Implement IT hardware and software lifecycle evergreening plan that includes ongoing sourcing, asset identification and maintenance as well as implementation, training, documenting and monitoring
- Digital asset management – storing information

Objective 3 Establish relationships to support operations and administration

Strategies:

- Diversify partnerships with non-art groups
- Research and work with BIPOC owned and operated suppliers and firms
- Ensure suppliers are equity employers





The Art Gallery of Alberta is grateful for the generous support of our many public and private donors and sponsors, as well as the ongoing support of the City of Edmonton, the Edmonton Arts Council, the Alberta Foundation for the Arts and the Canada Council for the Arts.

