



**WOODSTOCK  
ART GALLERY**



# STRATEGIC PLAN

2021-26



2021-26

# STRATEGIC PLAN

**Mary Reid, MA, MBA**  
WAG DIRECTOR/CURATOR

and

WAG ADVISORY BOARD NOMINATING  
& EXECUTIVE COMMITTEE:

**Lynne Moyer**, CHAIR  
**Judy Dent**, PAST CHAIR  
**Martha Gingerich**, VICE-CHAIR  
**Natasa Veljovic**, TREASURER  
**Brian Hadley**, MEMBER

and

**Catherine M. Motz**  
CONSULTANT



📍 449 Dundas Street, Woodstock, Ontario  
✉ P.O. Box 1539, Woodstock, Ontario, N4S 0A7  
519.539.6761  
waginfo@cityofwoodstock.ca  
woodstockartgallery.ca



The Woodstock Art Gallery is part  
of the Cultural Services Department  
of the City of Woodstock

## Traditional Territory Acknowledgment

The Woodstock Art Gallery (WAG) is situated on the traditional territories of the Indigenous Peoples and covered by the Upper Canada Treaties. We acknowledge the history of the traditional territory on which the Woodstock Art Gallery stands. We also respect the longstanding relationships of the local Indigenous groups, the Haudenosaunee, Lenape, and Anishinaabek of this land and place in southwestern Ontario.

We recognize the Indigenous communities in close proximity to the city of Woodstock:

- Chippewas of The Thames First Nation
- Oneida Nation of The Thames
- Munsee-Delaware Nation
- Mississaugas of New Credit First Nation
- Six Nations of The Grand (which consists of Mohawk, Cayuga, Seneca, Onondaga, Oneida and Tuscarora Nations)

## Commitment to Equity, Diversity, Inclusion and Accessibility

The Woodstock Art Gallery, in its five-year Strategic Plan 2021–2026, is committed to prioritizing **equity, diversity, inclusivity, and access** through all operations by proactively and respectfully engaging and collaborating with a wide array of partners, audiences, Board members, volunteers, and program participants. The WAG acknowledges the complex and deeply embedded systemic barriers that continue to exist and recognizes our responsibility to deliver inclusive and accessible exhibition and education programming, while building and caring for a collection that reflects all facets of our community. The WAG strives to celebrate people of all backgrounds across age, ethnicity, race, colour, culture, language, mental health, disability, learning style, religion, faith, socio-economic status, marital status, sex, sexual orientation, and gender identity, as well as differences in experiences, ideas, thoughts, values, and beliefs. In line with the Gallery's vision of serving our whole community, the WAG is dedicated to being honest and transparent about where we are in our EDIA journey and encourages feedback to further our commitment. The Woodstock Art Gallery will continue to actively examine, learn, and work towards meaningful and lasting transformation.

## Message from the Advisory Board and Director

On behalf of the Woodstock Art Gallery Advisory Board and staff, we are pleased to present this five-year Strategic Plan for 2021–2026. This process was intended to begin early in 2020, however the circumstances presented by the COVID-19 pandemic derailed the initial start date. By the fall of 2020, even with the future so uncertain, we felt it was exceedingly important to forge ahead and begin the process of mapping out the next five years of growth for the Woodstock Art Gallery. This activity became a vital bridge in connecting with our stakeholders and partners during a time when this type of communication was even more important than ever before. We want to sincerely thank all our contributors for their time and valuable feedback, which has helped shape this important document.

We commend the hard work and efforts of consultant Catherine M. Motz, who gently and expertly led us through this process. Her keen insights, affable good nature and high degree of organization transformed this daunting task into an easily digestible and understandable experience. Her excellent guidance and astute knowledge have ensured that this five-year Strategic Plan is accountable and achievable on many levels and touch points. Providing the Gallery with a solid direction as the organization moves towards its 60th anniversary, this document is a testament to the amount of growth the WAG has achieved in the past five years and provides a solid foundation on which to spring forward into this brave new world.

**Lynne Moyer**, CHAIR, ADVISORY BOARD

**Mary Reid**, MA, MBA, DIRECTOR/CURATOR

## Motivation

In 2015/2016, the Woodstock Art Gallery (WAG) undertook a strategic planning effort that generated a plan to guide the organization's direction and decisions through to 2020.

In 2020, the Advisory Board responsibly reflected on the progress of that plan, as well as changes in the organization and the environment in which WAG operates, including:

- the success of the capital campaign and the expansion and renovation of the facility;
- the retirement of the Friends of the Woodstock Art Gallery and a fresh engagement of WAG enthusiasts;
- the establishment of the WAG Fund and related investment policy;
- excitement about the future gallery experience, and the visual arts and artists that WAG celebrates; and
- perennial challenges facing the arts and culture sector generally, alongside unique challenges such as the impact of COVID-19 on WAG's operations, staff, volunteers, members, and community.

To be ready and relevant for the future, the Advisory Board took the initiative to refresh the strategic plan and head confidently towards WAG's 60th anniversary in 2026.



# The Updating Process

## PARTICIPANT ROLES

**Determiners:** The Advisory Board is accountable for WAG's strategic planning, recommending a draft plan to Woodstock City Council and, upon Council's approval, activating that plan and tracking its achievement. Board members are therefore the official *Determiners* of the strategic plan.

**Developers:** The Advisory Board delegated the development of the draft plan to its Nominating & Executive Committee and the Director/ Curator. Senior staff were also included in the development process, given their important role in reality-checking the draft and eventually implementing the approved plan. Together, they served as the *Developers*.

**Contributors:** This group included the *Determiners* and *Developers*, along with individuals seen as being able to contribute essential information and perspectives to the planning's context. *Contributors* included donors, sponsors, partners, and other arts/ culture/community leaders.

## CONTEXT COLLECTION

WAG reached out to a wide variety of *Contributors* through one-on-one interviews, focus groups and an online questionnaire.

### Questions Asked to Contributors

1. What three recent achievements can WAG be most proud of?
2. What top three *internal* strengths should WAG build on for its continued success?\*



3. What top three *internal* weaknesses could jeopardize WAG's continued success?\*
4. What top three *external* circumstances could WAG leverage for its continued success?
5. What top three *external* circumstances threaten its continued success?
6. What three significant trends (ongoing/ emerging) should be factored into this planning? For example, changes in the demographics of our City and the County, community pressures and priority shifts, support for or engagement in the broader/ local arts and culture sector, etc.
7. If money and resources were not an issue, what one essential thing should WAG be sure to continue or start doing?

\* not asked to every *Contributor*; only to those who, because of their involvement in WAG, have an awareness that allows them to offer informed input (e.g. staff & Board).

## APPENDIX 1:

Community Feedback shows the response rate and variety of voices.

For better objectivity, the responses were reviewed and distilled by facilitator Catherine Motz. Her summary was organized around themes brought forward from the 2015–2020 Strategic Plan, as well as other current trends. The themes were also weighted high, medium and low according to frequency of mention by the *Contributors*. The Summary of *Contributors'* Input was distributed to all *Developers* and served as a reference tool for preparation and participation in the planning sessions.

## OUTCOMES

The *Developers* actively engaged in five planning sessions during May and June 2021. During the first sessions, they closely reviewed the 2015 versions of WAG's Mandate, Mission, Vision, Core Values, Non-Negotiables and Program Service Pillars in light of the *Contributors'* Input; offered and debated revisions; and reached consensus. The revisions range from changing a title or word, to entirely new content aimed at better reflecting current circumstances and being more ready and relevant in the forecasted future.

# 2021-2026 Strategic Plan

## MANDATE

WAG's core functions

Serving our region through our **developing** public collections, exhibitions and education programs, we are a leading resource for **creativity**.

## MISSION STATEMENT

What WAG is, does, for whom, and why

As the region's only **public** art gallery, the Woodstock Art Gallery **fosters** the wellbeing of our community by preserving our local artistic heritage and **cultivating** new expressions and experiences of art.

## VISION STATEMENT

What WAG intends to become over the next five years; and the key, high-level transformations it will commit to in order to successfully arrive in its future, ready and relevant

The Woodstock Art Gallery will be **integral** to our community's **wellness** and **vibrancy** by broadening appreciation of visual art and celebrating our region's **diversity**.

## CORE VALUES

What shapes WAG's actions and interactions, unites WAG's staff, and defines WAG's brand

At WAG, we believe in...

- **servicing** our whole community,
- **leading** through excellence,
- **inspiring** with creativity and innovation,
- **welcoming** and **engaging** everyone, and
- being **purpose-driven**, **change-ready** and **accountable** in all we do.

## REGULATORY FRAMEWORK

What WAG must follow as a public art gallery and as one embedded in the City of Woodstock

- **City** corporate policies
- **Union** contracts
- **Museological**, collection standards, and deaccessioning principles
- **Exhibition** freedom of scope, and copyrights and exhibition rights
- **Fundraising** ethics

## PROGRAM & SERVICE PILLARS

- **Collections**
  - Public Art
- **Exhibitions**
  - Touring
  - National & International
- **Education & Training**
  - In-person
  - On-site
  - Virtual
  - School & Public Programs
- **Community Partnerships Complementary, Value-added Activities**
  - Gift Shop
  - Facility Rentals



**STRATEGIC INITIATIVES** – THE BRIDGES TO CONNECT THE MISSION AND VISION, I.E. HOW WAG WILL LIVE OUT ITS MISSION WHILE ACHIEVING ITS VISION.

**1.0 Equity, Diversity and Inclusion**

- 1.1 Prioritize equity, diversity and inclusivity through all operations, to proactively and respectfully engage a wider array of partners, audiences, Board members, volunteers and program participants.
- 1.2 Increase the representation of women and IBPOC artists in exhibitions, education and collecting programs.

**2.0 Capacity Building (space and resources, human, time, and money)**

- 2.1 Preserve the organization’s change-nimbleness through staff and Advisory Board training, recruitment, and succession planning that is proactive towards emerging trends and opportunities.
- 2.2 Grow programming, partnerships, and revenue generation opportunities by activating the development of the fourth floor.

**3.0 Digital Drivers**

- 3.1 Imbed digital dimension(s) into exhibition/ education/ collection experiences to balance and work in tandem with physical in-person programming.

- 3.2 Acquire technology/tools and training to support operational efficiencies and data-driven decision making.
- 3.3 Grow digital communications (marketing, advertising, public relations) to drive engagement and increase accessibility and fundraising.

**4.0 Public Engagement**

- 4.1 Reinforce and grow WAG’s public profile through consistent and frequent expression of its identity (e.g., leveraging the launch of the new logo to grow the public’s familiarity with it), its values, and community benefits/contributions.
- 4.2 Sustain valued partnerships and pursue others that share WAG’s values and recognize the benefits of mutual investment and return.
- 4.3 Reconceive the WAG membership program and its value exchange.
- 4.4 Proactively connect with local community leaders and influencers to grow WAG’s goodwill and reach in the community.

**5.0 Fiscal Responsibility**

- 5.1 Attract and secure a mix of long-term funding streams (corporate, private, public, and self-generated).
- 5.2 Strengthen WAG’s resilience – business continuity and sustainability – through proactive risk mitigation and management.

## ANCILLARY BENEFITS

- **Collaboration** – among the Advisory Board and staff in anticipating and planning for WAG's continued successful future, for which they are and will be responsible;
- **Clarity, consensus, confidence** – shared among the Advisory Board and staff and all stakeholders regarding WAG's future direction and priorities;
- **Commitment** – to a refreshed and actionable strategic plan for 2021-26 – one that can be enlivened both internally and externally.

## FACILITATOR'S RECOMMENDATIONS

- Keep the Strategic Plan alive by:
  - being ready and excited to reference and explain the Mission and Vision with anyone, anytime;
  - testing decisions and activities for alignment with the Mission, connection with a Strategy, and bridging to the Vision;
  - encouraging and monitoring the pursuit of operational plans to achieve the Vision.

- Present/distribute this report (or selected portions) to others (e.g., other staff, volunteers, community members) to demonstrate accountability and to foster connection, excitement, and support.
- Be self-conscious and celebratory of achievements and examples of how the Core Values are alive in WAG's actions (services, processes, decisions) and relationships with its members, patrons, staff, partners, and the community.
- Integrate the Strategic Plan and the Values into corporate communications – e.g., as talking points for presentations, in promotional materials, WAG's website, etc.
- Diarize the Strategic Plan's overall refreshment by no later than spring 2025 or refresh it sooner if/when a significant change in the organization or environment warrants it.

**Through this strategic planning update, WAG's leadership has proven its dedication to vitality! Keep it going! Keep it on plan!**

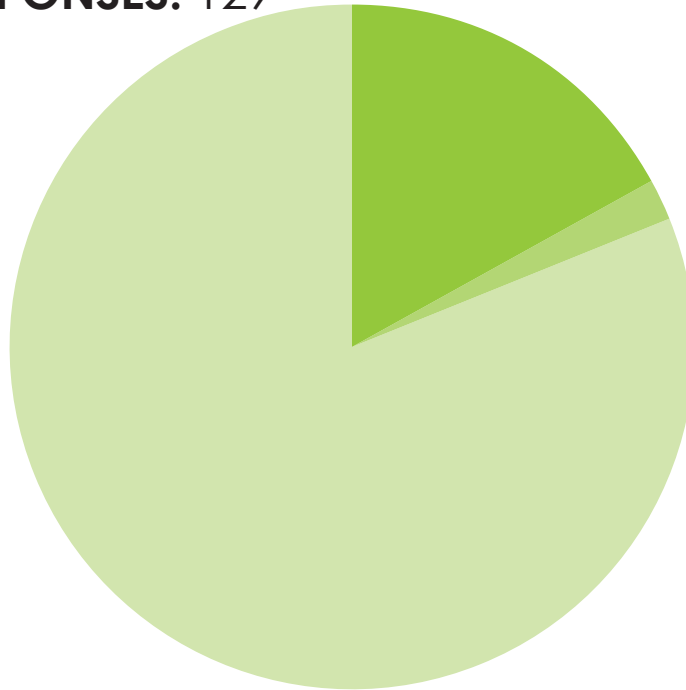


# Appendix 1: 2021-2026 Strategic Plan Community Feedback

**OVERALL APPROACHED: 741**  
**OVERALL RESPONSES: 129**

**RESPONSE RATE**

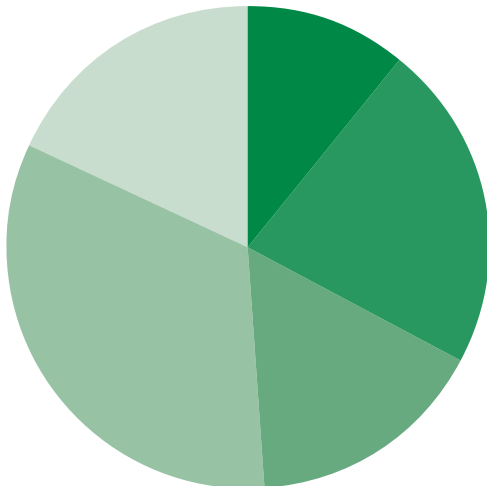
- Responded **17%**
- Declined **2%**
- No Reply **81%**



## FOCUS GROUPS

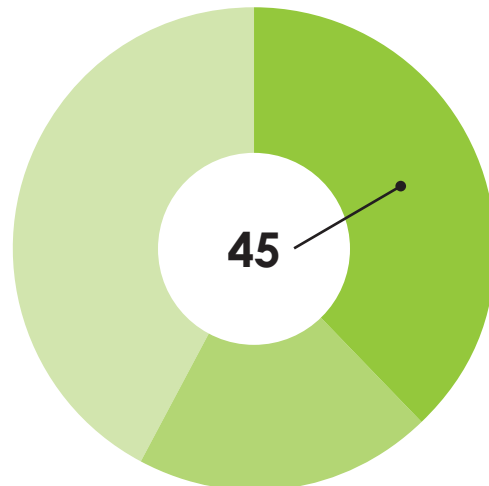
**APPROACHED**

- Students **11%**
- Artists **22%**
- Educators **16%**
- Volunteers **33%**
- Local Businesses **18%**



**RESPONSE RATE**

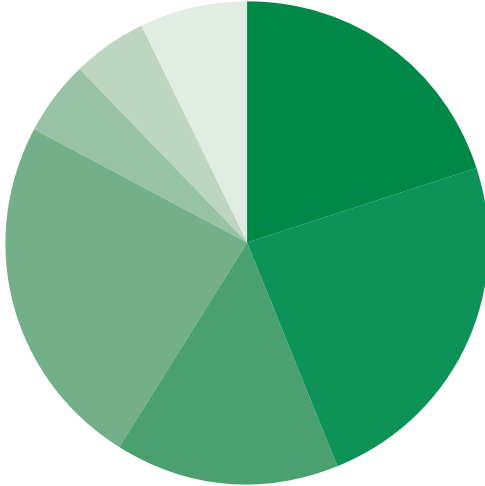
- Responded **38%**
- Declined **20%**
- No Reply **42%**



1:1

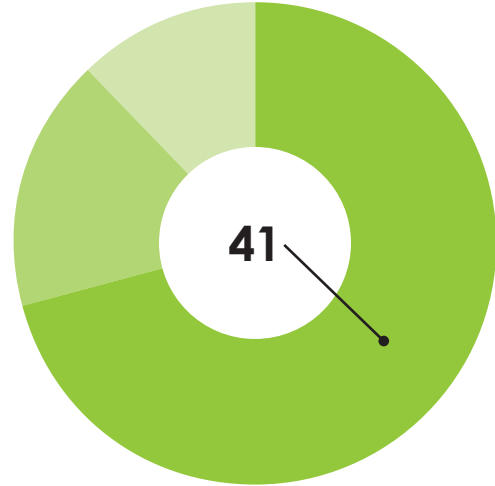
**APPROACHED**

- Donors **20%**
- City Management/Council **24%**
- Partners **15%**
- Funders **24%**
- County Management **5%**
- Media **5%**
- Skeptics **7%**



**RESPONSE RATE**

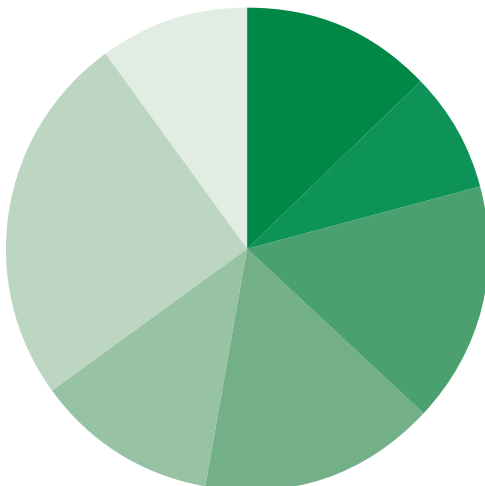
- Responded **71%**
- Declined **17%**
- No Reply **12%**



**INTERNAL CONTRIBUTORS**

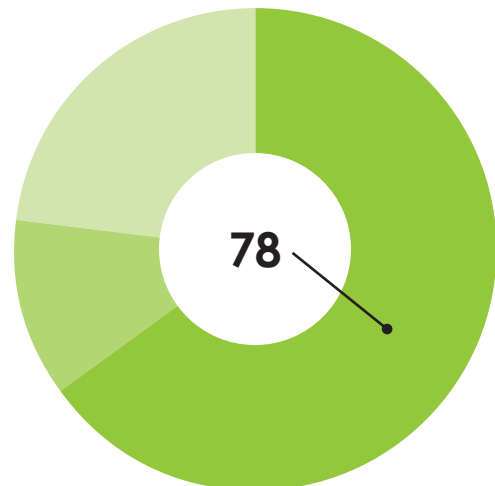
**APPROACHED**

- Donors **13%**
- Students **8%**
- City Management/Council **16%**
- Artists **16%**
- Educators **12%**
- Volunteers **25%**
- Partners **10%**



**RESPONSE RATE**

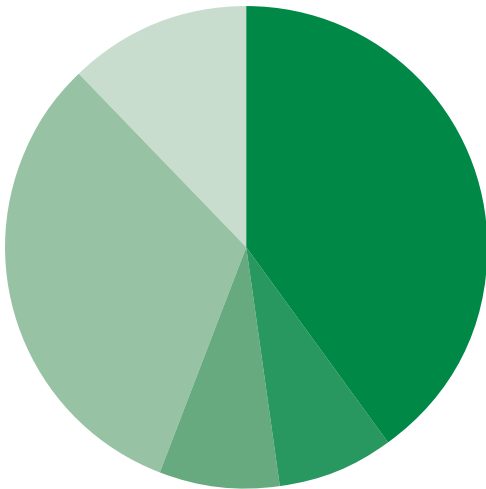
- Responded **65%**
- Declined **12%**
- No Reply **23%**



# EXTERNAL CONTRIBUTORS

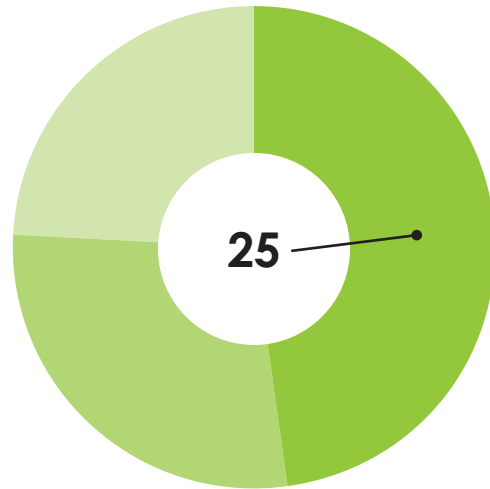
## APPROACHED

- Funders **40%**
- County Management **8%**
  - Media **8%**
- Local Businesses **32%**
- Skeptics **12%**



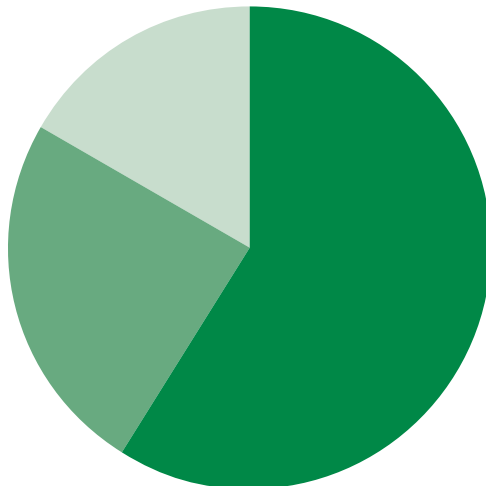
## RESPONSE RATE

- Responded **48%**
- Declined **28%**
- No Reply **24%**



# MEMBERSHIP NEWSLETTER SURVEY RESPONSE RATE 638 EMAILED

- 230 opened = **36%**
- 96 clicked = **15%**
- 66 completed = **10%**





## Image Credit List

**Cover** - Dundas Street Sidewalk, June 16 2020,  
*Photo Credit: Trish Roberts, Custom Concept Photography.*

**Inside Front Cover** - Walk On: A Woodstock Installation by John McEwen, 2019,  
*Photo Credit: Robert McNair.*

**Page 5** - Isumannivit, *Photo Credit: Robert McNair.*

**Page 5** - Character Sketches, 2017, *Photo Credit: Robert McNair.*

**Page 6** - Summer 2018 Exhibition Opening,  
*Photo Credit: Trish Roberts, Custom Concept Photography.*

**Page 8** - Ceremonial drum performers at the opening of Life on the Back of a Turtle, 2019, *Photo Credit: Trish Roberts, Custom Concept Photography.*

**Page 9** - Mini Makers Summer Art Camp, 2019,  
*Photo Credit: Dee Logan.*

**Page 13** - Senator Patricia Bovey, Mayor Trevor Birtch and Fran McElroy at the WAG 50th Anniversary Party, 2017,  
*Photo credit: Blue Willow Photography.*

**Page 13** - Assistant Curator of Education intern Connor MacKinnon, Head of Education Stephanie Porter and Cultural Communications Coordinator Robin De Angelis, 2020, *Photo Credit: Trish Roberts, Custom Concept Photography.*

**Inside Back Cover** - Life on the Back of a Turtle: Woodlands and Plains Indigenous Art,  
*Photo Credit: Robert McNair.*





**WOODSTOCK  
ART GALLERY**

📍 449 Dundas Street, Woodstock, Ontario  
✉ P.O. Box 1539, Woodstock, Ontario, N4S 0A7  
519.539.6761  
waginfo@cityofwoodstock.ca  
woodstockartgallery.ca



city of  
**Woodstock**

The Woodstock Art Gallery is part of the  
Cultural Services Department of the City of Woodstock

