Business Plan: Art Gallery & Museums

How does this service contribute to the results identified in the City of London Strategic Plan?

A Strong Economy	Museum London is Southwestern Ontario's leading establishment for the collection and presentation of visual art and material culture. It is a tourism attraction and supports the local economy with support of local artists and writers through our programming, as well as through our touring exhibition program. In presenting exhibitions and programs to the public, the Museum often works collaboratively, sharing financial, human and intellectual resources with individuals, community organizations, and other galleries locally and nationally.
A Vibrant and Diverse Community	Museum London preserves and celebrates regional art, culture and history supporting this key strategy of the London Plan. Our activities are driven by a mandate to collect, preserve, exhibit and interpret the visual arts and local history which is augmented by publications, symposia, discussion, lectures, films or other events. As such, we provide our visitors and the community with a wide range of interactive, interpretive experiences.

Name the main activities done to provide this service:

The Activities Done To Provide This Service	How Much Did We Do? (optional)	Is The City Mandated To Provide This Service?	Can The Level Of Service Be Changed?
1. Exhibitions and Programs	26 exhibitions; 98,857 visitors; 10,494 participants in school tours and programs, and 9,804 participants in public programs.	No	Yes
2. Collection Management	5,000 works of art; 45,000 artifacts	No	Yes
3. Executive Administration	Balanced operating and capital budgets.	No	Yes
4. Facility Maintenance	Maintained a wide variety of programs and services through private and corporate donations.	No	Yes
5. Development	Supported programs and services through private and corporate donations.	No	Yes

What is the current state of this service?

Museum London is Southwestern Ontario's leading establishment for the collection and presentation of visual art and material culture. Through public and educational programs, special events and exhibitions, Museum London promotes the knowledge and enjoyment of regional art, culture and history.

At the heart of a great museum is its collection and Museum London is proud to have one of Canada's most important art collections, and one of the most significant historical artifact collections in Ontario. Our art collection has more than 5,000 works by London and Canadian artists and our 45,000 artifacts that reflect the remarkable history of the City of London as the regional urban centre in Southwestern Ontario.

Museum London's activities are driven by a mandate to collect, preserve, exhibit and interpret the visual arts and local history which augmented by publications, symposia, discussions, lectures, films or other events. As such, we provide our visitors with a range of interactive, interpretive experiences.

In presenting exhibitions and programs to the public, the Museum often works collaboratively as a strategy to share financial, human and intellectual resources with individuals, community organizations, and other galleries locally, nationally and internationally. The local organizations with whom we have partnered or are currently building partnerships with include Western University (department of visual arts, film studies, museum studies and the McIntosh Gallery), Fanshawe College, Forest City Gallery, the London Public Library system, as well as a variety of community groups. The Museum also collaborates nationally and internationally with numerous organizations such as the Winnipeg Art Gallery (Winnipeg), the National Gallery of Canada (Ottawa), and the Art Gallery of Nova Scotia (Halifax) to disseminate, publish and present contemporary art initiatives.

The Museum strongly supports the practice of local artists through our programming, as well as through touring exhibitions, and by supporting the initiatives of local artists outside our community. By way of extensive exhibitions, publications, and numerous behind the scenes activities, we regard our support as an essential service in the export of local talent. Our support of local and regional artists is extended through studio visits with in-house or visiting curators and our ongoing commitment to local practice is also demonstrated through the acquisition of works for the permanent collection. An active touring exhibition program is yet another example of our initiatives.

In 2013, the Museum London Board completed an update of its Strategic Plan and recognizes the potential to increase the Museum's contribution to the community by reaching as many individuals and organizations as possible with our services. The ***Feet, Friends, and Funds*** objectives of that Strategic Plan are aimed at a) increasing the number of visitors and individuals connected with the work of the museum; b) increasing partnerships, advocates and ambassadors supporting the work of the museum in different communities such as arts, government, academia, and corporate organizations, and c) increasing fundraising, including

specific projects that enhance the public's perception of the value of the museum. The Museum will continue to improve the quality of our exhibitions and expand and diversify our programming consistent with our vision of the museum as a place "*Where our community discovers exceptional art, rich history, and new possibilities".*

We introduced a number of initiatives recently that reach out to the community and entice new visitors to the museum. A major lighting retrofit in the exhibition galleries enhances the visitor experience and is more energy efficient. The River Room, a restaurant operated by North Moore Catering Inc. opened in 2012 and expanded in 2014 to include the Rhino Lounge, a café and bakery, in the front entranceway to the museum. We re-opened Muse, the Museum's Gallery Shop and Art Rental program and, with the assistance of grant funding, improved our website and our marketing program.

During 2014, with support from the Trillium Foundation, we hired a volunteer coordinator who was engaged with recruiting and utilizing volunteers to support our staff in their efforts to reach out and attract visitors to the museum.

We have an excellent collection and programming base to building upon; our challenge is resources, both human and financial. The Museum's physical environment must meet "museum" standards in order to preserve art and artifact collections and to permit the loan of works for quality exhibitions regardless of rising utility costs. And revenues from donations, sponsorships and fundraising have become more difficult to obtain as the funding needs of the hospitals, educational and social sector grow.

The Museum Board continues to be optimistic about our future and continues to explore the potential for a Creative Learning Centre within the Museum which would assist in maximizing the investment in our facility, collections and programs.

What has been done to manage the budget?

The Museum has been actively managing its budget by implementing management-lead initiatives aimed at creating efficiencies, avoiding costs and generating revenue. These include the following:

Efficiencies / Costs Avoided

- Continue to contract out non-core service functions such as building maintenance, custodial, security, and parking to either external service providers or the City of London.
- Supplement core staff through employment grants, interns, co-op students.
- Engaged a volunteer coordinator through a government grant to supplement core staff efforts.

- Leased Museum space to the city of London, non-profit groups and private individuals with Museum-related business.
- Moved significantly from print to electronic-based communications and advertising.

Revenue Generation / User Fee Increases

Previous 3 Years

- Leased Museum space to the city of London, non-profit groups and private individuals with Museum-related business.
- Leased Museum space to North Moore catering for restaurant (River Room) and bakery and café (Rhino Lounge)
- Re-opened Gallery Shop and Art Rental program (Muse)

What is the future direction of this service?

What service adjustments do you plan to make?

2015 Budget

- Operating Business Case: Elimination of Vacant Position

Key Performance Indicators

How Much?

Description of measure	*2013*	*2014*	*2015*	*2016*	*2017*	*2018*
1. General Attendance	98,857	101,000	103,000	106,000	110,000	112,000
2. Program Participation	20,298	22,000	25,000	27,000	29,000	32,000

How Well?

Description of measure	*2013*	*2014*	*2015*	*2016*	*2017*	*2018*
3. Budget Performance	Deficit	Balanced	Balanced	Balanced	Balanced	Balanced
4. Museum Environmental Standards	Met	Met	Met	Met	Met	Met