



GLENBOW MUSEUM

ART AND CULTURE MATTER

OUR NEW DIRECTION— JOIN IN

Our strategy 2010–15 and beyond

OUR **VISION**

More people interacting with art, culture and ideas more often.

OUR **MISSION**

Glenbow is a cultural cornerstone, growing generations of art and history lovers. We welcome visitors, partners and supporters to join us here, in the community and in our virtual spaces for an exchange of ideas. Our collection represents who we are, where we have been and informs our future. We show things worth seeing and tell stories worth hearing. Our programs, exhibitions and services foster learning and an appreciation of art and culture in our daily lives.

OUR **VALUES**

Passionate about arts and culture

Creativity, integrity and excellence in everything we do

Open to new ideas

Positive, respectful and collaborative

Communication is shared and open

OUR **NEW** DIRECTION

Since Glenbow's inception in 1966, we have been a cultural cornerstone in the community, offering rich artistic and cultural experiences. For over 40 years, generations of Glenbow visitors have interacted with art and objects and engaged in dialogue about contemporary and historical topics in ways not possible elsewhere. We cannot underestimate the impact that art and culture has in our daily lives.

Glenbow is an art gallery, museum, library and archives all under one roof; our collections are as diverse as our audiences. One learns about significant artists of our time and place by engaging with our rich art collection. Our library

and archives are a resource for researchers from around the world who continue to document the history of the Canadian West. Our collections, representing Indigenous Peoples, military and cultural history, are global and regional in perspective, offering visitors the opportunity to engage with cultures and ideas that have shaped the development of human history.

At Glenbow, art and culture matter but we also know it's more than paintings and sculptures. It's more than archival documents and historical artifacts. It's also about relevant programs and opportunities to engage with ideas to make sense of the world.



➔ | **Glenbow's school programs teach students how to look deeply to uncover the stories that can be told by what they see and feel in an artwork. Our new direction will see us add more art education and appreciation initiatives, thereby growing more generations of art and culture lovers.**





➔ | Glenbow continues to collect work by important Canadian artists. This significant work, *Théâtre de Cristal*, by Canadian artist Kent Monkman, was featured in the exhibition *The Triumph of Mischief* in 2010.



We live in a time when we are bombarded by visual culture and images. Glenbow plays a role in making sense of it all. Cultural experiences enhance our critical thinking skills and, in a globally competitive environment, art and culture help prepare us for this context.

Our region is evolving and growing, and it needs its cultural institutions to do the same. Glenbow's collections, engaging programs and unique exhibitions are an even more important asset to citizens of Calgary and Alberta. Glenbow is part of our region's identity. It provides opportunities

for lifelong learning and ensures that generations connect with ideas from the past and present to develop new perspectives for the future.

This ongoing dialogue between past, present and future is relevant to everyone. Glenbow's strategic plan reflects a more relevant and dynamic institution that will attract new and larger audiences who share our passion for arts and culture. This strategic plan will help us realize our new vision: **more people interacting with art, culture and ideas more often.** We hope it inspires you to join us for once-in-a-lifetime experiences.

Above: Kent Monkman, *Théâtre de Cristal*, 2007, Collection of Glenbow Museum

RELEVANCE AND RELATIONSHIPS

In summer 2009, we began a comprehensive strategic planning process to re-invigorate the institution and ensure continued relevance and financial success. It's been a healthy and challenging process. We've taken a hard look at Glenbow's resources and considered how to build on our strengths. We've looked at social, economic and political trends and their possible impact on Glenbow. We've asked some tough questions of ourselves and met with our many stakeholders, partners and friends to hear what the community needs from us.

We heard back that Glenbow needs to clearly articulate who we are and what we can offer to the community. We must offer a better visitor experience – ranging from offering hours, parking and admission prices that meet the needs of our various audiences, to presenting stories that are worth seeing and hearing, to providing a café and gift shop that offers experiences and products like nowhere else in the city. We need to build strong and beneficial partnerships to meet the community's needs and enhance our relevance. And we need to develop new revenue generating opportunities that respond to market needs and opportunities to ensure long-term sustainability.

The result of this rigorous planning process is this strategic plan with six key priorities that provides a clear direction for Glenbow's future: develop a vision for programs and exhibitions as well as art and culture education and appreciation initiatives that respond to the needs of the community; clearly articulate our brand and align it with our key audiences; develop a business model that ensures short-term and long-term sustainability; foster an invigorated workforce; optimize our existing facilities and infrastructure; and develop a vision and plan for a new facility that meets the needs of our visual arts program.

Left: Dennis Oppenheim, *Device to Root Out Evil*, 1997, Collection of the Benefic Foundation



➔ | In Calgary's neighbourhood of Ramsay, Calgarians are inspired and challenged by Dennis Oppenheim's internationally acclaimed work *Device to Root Out Evil*, a six metre tall glass, steel and aluminum sculpture depicting an upside down church.





➔ | Glenbow is a place where different generations and cultures unite. Glenbow hosted a Canadian citizenship ceremony during National Aboriginal Awareness Week in June 2010. The new Canadians were treated to the national anthem sung in English, French and Blackfoot by students from Siksika Nation, followed by a powwow.



➔ | With over a million archival images, Glenbow is the resource for researchers, publishers, film crews, the media and other businesses seeking images that document the seminal moments of our history. Here, lululemon's Market Mall location boasts an entrance mural of over 150 images from Glenbow's Archives of amateur athletes in Alberta, ranging from the 1940s to the 1970s.



ART AND CULTURE **MATTERS**

THE ISSUE

Calgary is a growing, changing community. Citizens have an expectation that they can enjoy art and cultural experiences of outstanding quality equivalent to what they would see in other major cities, nationally and internationally.

WHY IT MATTERS

Art and culture are the source of aesthetic pleasure and education and they help unite us as a community. As a leader in arts and culture in Calgary and Alberta, we will provide more ways to appreciate and value the importance that art and

culture play in our daily lives. We will show things worth seeing and tell stories worth hearing.

Glenbow's vast collections of over one million artworks, artifacts, documents, photographs and books are held in trust by the museum for the people of Alberta. The collection documents the creative contributions of artists and change makers. It represents significant moments in history and the experiences of individuals, past and present. We also collaborate with leading national and international museums and galleries to present the best exhibitions from around the world. Through our exhibitions, programs and collections, we present new perspectives and provide a forum to appreciate art and culture from here and globally.



Woman's Opera Costume, ca. 1930, Collection of Glenbow Museum



➤ | We will continue to collect artifacts that document the lives, events and accomplishments of the people of our region, such as this opera costume worn by Calgary soprano Norma Piper Pocatererra in a 1930s performance of the Barber of Seville.

➔ | Working with major national and international galleries, we present high calibre exhibitions, as well as invite leading artists and authors (including Governor General award-winning author Ross King, right) to share new ideas and perspectives on artistic practice and its significance.



← | Our distance learning programs connect us with students and teachers in small hamlets like Niton Junction in central Alberta and far-away towns like Trenton, Ontario, providing schools with access to Glenbow's world-renowned collections and interactive educational programs.

OUR PLANS

WE WILL

- | Encourage community engagement with arts and culture by developing education and appreciation initiatives that respond to community needs
- | Prioritize the visual arts, developing a program that increases impact, reach and profile for the artists represented and for Glenbow
- | Develop plans for the research and presentation of our various collections, with consideration to staffing, storage, collaborations and collections development
- | Build our awareness and responsiveness to current topics and issues
- | Offer new ways to engage with the collections through publications, digitization, online initiatives and product development

MORE **PEOPLE**, MORE OFTEN

THE ISSUE

As Calgary grows, Glenbow will need to evolve to better meet the community's needs. We will re-invigorate Glenbow to create an art gallery, museum, library and archives that the community values and supports, and one that sees repeat attendance. Glenbow will be a must-do-and-see on a regular basis for Calgarians and visitors to our city.

WHY IT MATTERS

We must offer compelling reasons to visit Glenbow. To do that, we are listening to what people want because we strive to be a responsive institution that reflects the society in which we live. However, as a leader, we will also participate in and shape our artistic and cultural

environment, encouraging engagement with the art and culture we all care so much about.

We heard from stakeholders that they want a better visitor experience. We will update our facilities and update our brand. Visitors want different hours, parking and a café. They want a shop that reflects the high quality aesthetic experience of our galleries, a shop where they can get unique products unavailable elsewhere. Our audience will be encouraged to become members, volunteers, supporters and advocates. An engaged audience means financial sustainability and demonstrates value to the community.



➔ | **New programming initiatives include hosting an artist-in-residence program. In 2009-10, Calgary-based musician and performer Kris Demeanor developed several new works and performances in response to exhibitions and collections at Glenbow.**





← | Our curator-led tours invite visitors to enjoy a more in-depth look at exhibitions and the opportunity to meet and mingle with other like-minded people.

Right: Isabel Stadelbauer, *Christmas Card*, 1972, Collection of Glenbow Archives; Illingworth Kerr, *Christmas Card*, 1971, Collection of Glenbow Archives; Alistair Bell, *Untitled [A Happy Christmas]*, ca. 1964, Collection of Glenbow Museum



↑ | Visitors engage with our collections in different ways. These one-of-a-kind Christmas cards, developed from Glenbow's collection, feature the work of Canadian artists.

OUR PLANS

WE WILL

- | Offer events and programs that meet the needs of our audiences
- | Refresh our brand to reflect our role as a cultural cornerstone
- | Consider new ways for people to interact with art and culture
- | Increase attendance by over 70% in five years
- | Develop tools for audience feedback
- | Develop partnerships with local restauranters and parking authorities to enable a better visitor experience
- | Offer hours that meet the needs of our audiences
- | Enhance our customer service training to better meet the needs of visitors
- | In year three of the plan, provide a new café experience
- | Increase distance learning programs to two per day throughout the school year and diversify programs offered
- | Reinvigorate our Museum Shop by developing a merchandising strategy, updating the space and offering unique product

ENSURING OUR **SUSTAINABILITY**

THE ISSUE

Glenbow has a unique funding model that's unlike other museums and art galleries in Canada. The collections are owned by the Province of Alberta and, as an independent, non-profit organization, Glenbow is contracted by the province to care for and provide access to the collections on behalf of the people of Alberta. For this service, on average, we receive approximately 34% of our funding from the Province of Alberta. Approximately 12% of our funding is grants from The Government of Canada, the City of Calgary and foundations. The remaining 54% comes from attendance, memberships, donors and corporate sponsors and draws on the endowment funds. As such, our economic model is subject to the overall economy and market.

WHY IT MATTERS

By providing high quality experiences utilizing world renowned collections, we create informed and culturally aware citizens. The stories we tell at Glenbow stimulate cultural awareness. We play a significant role in the cultural and educational well being of our society. Those we serve need to be aware that this critical role is not possible without the support of the community. Nearly three quarters of our operating budget is based on attendance to the museum, membership sales, donations, grants and sponsorship.



➔ | **Products that reflect Glenbow's collections, such as the award-winning Glenbow publication *Vistas: Artists on the Canadian Pacific Railway*, expand our reach in the community, generate new scholarship and create additional revenue opportunities.**





← | Glenbow's facilities are in high demand as a unique cultural venue to host private and corporate events.



Licensing agreements that allow for the use of images of artwork or artifacts from our collections are carefully considered; the funds generated support future collections-based initiatives.

OUR PLANS

WE WILL

- | Increase awareness of Glenbow's unique funding model, resulting in increased support
- | Grow our government relations strategy among key political decision-makers to ensure appropriate growth in the service agreement with the Province of Alberta
- | Grow membership by 47% over five years
- | Grow annual and planned giving by \$300,000 by year five
- | Offer multi-year naming opportunities of gallery spaces and series-based programs to generate \$275,000 by year five
- | Generate over \$150,000 in revenue from facility rentals by year five
- | Increase donated revenue for school programs by 68% by year five
- | Increase in museum attendance of 70% by year five
- | Grow product development and licensing revenue programs to \$6,000 by year five
- | Increase net revenues in the Shop by 11% by year five

Above: Sybil Andrews, *Windmill*, ca. 1933, Collection of Glenbow Museum

A PASSIONATE WORKFORCE

THE ISSUE

Glenbow has not been immune to the economic downturn and ensuing recession. In recent years, like other non-profits, Glenbow has had to cut costs, including staffing and departmental operating costs. Despite these financial challenges, Glenbow's employees continue to deliver exceptional exhibitions, programs and services to the public. The workload and resources must be managed appropriately with the existing infrastructure and we will plan accordingly for

the future. We will foster an environment that maintains a satisfied and engaged workforce who are working to achieve Glenbow's new vision.

WHY IT MATTERS

The talented people who work at Glenbow are passionate about art and culture. We have made conscious choices in our educational and professional career paths to work at a place that delivers exceptional arts and culture experiences to its community. As one of the largest museums and galleries in Canada, we are responsible for the care, maintenance and access to the collections for the people of Alberta.

We will provide our staff with professional development opportunities that challenge them, enable growth and promote excellence. We will do so in a creative and thoughtful manner so we can make the most of these opportunities for staff.

Glenbow's Board of Governors and board committees will recruit members whose passion, skills and contributions will support the goals of our plan and re-invigorate Glenbow.



Left: James Alden, *Chief Mountain Lake/Waterton Lake, Lat. 49*, 1882, Collection of Glenbow Museum



➔ | Paper conservator Lee Oldford Churchill repairs damage to a watercolour painting in the conservation lab.



OUR PLANS

WE WILL

- | Ensure our Board, volunteers, staff and management have a clear and consistent understanding of their work in relation to the strategic plan
- | Review and collaboratively develop institutional values as part of the new strategic plan
- | Develop policies and processes to support a reinvigorated workforce and our institutional values
- | Develop an employee engagement strategy
- | Foster a performance management program that enables staff and organizational growth opportunities and promotes excellence
- | Increase professional development opportunities through allocation of funds or training time
- | Build Glenbow's partnering capability to ensure the institution has the appropriate community relationships and resources to deliver on the strategic plan
- | Link Board and committee recruitment to the strategic plan
- | Recruit a senior artist to the Board
- | Redevelop terms of reference for the Collections and Access Committee
- | Expand the Development Committee to include increased community representation



↑ | **Glenbow's production team installs Ron Mueck's 800 pound, sixteen-foot-long sculpture, *A Girl* (2006). The sculpture, in the collection of the National Gallery of Canada, was part of the National Gallery's touring exhibition *Real Life: Ron Mueck and Guy Ben-Ner*, featured at Glenbow in October 2009.**

OPTIMIZING OUR BUILDING AND RESOURCES

THE ISSUE

Our physical facility requires renovation and expansion. When Glenbow opened its doors in September 1976, Calgary's population was 470,043. Today, Calgary boasts over a million people and yet, with the exception of some minor upgrades, Glenbow's building has not changed. We've heard from the community that we need to make upgrades. With new galleries and museums completed or planned for in Toronto, Edmonton and Vancouver, Calgarians want to see the same for their city.

WHY IT MATTERS

Glenbow must consider upgrades to our facilities that serve both the organization's and the community's needs. We are guardians of art

and culture and we need to provide accessible experiences that are worthy of our collections and the community. We will develop new models for exhibiting our collections so that more people can interact with our collections more often. We must be more agile and fluid in our exhibition and program plans so that there is always something new to see. From our café to our exhibition floors, we will create environments where people want to spend time and return often.

We are entrusted by the people of Alberta to manage and care for Glenbow's extensive collections and so we must ensure we have sufficient resources for administration, research, storage, cataloguing and conservation as well as for public spaces.



➔ | **Glenbow is considering new ways to enhance its downtown presence as seen here with street level vinyl graphics on 9th Avenue SE.**





← | Ensuring adequate casework and temporary structures are available for exhibitions is an ongoing process. Here, specially designed cases are used to protect an historic Blackfoot hide shirt on their first return visit to Canada from England since acquired by Hudson's Bay Company employees during their travels to the Canadian West over 150 years ago.

OUR PLANS

WE WILL

- | Develop an annual plan that prioritizes facility and infrastructure projects
- | Develop an online ticket system
- | Reconfigure our main lobby and front desk space to improve traffic flow to meet the needs of our many programs, members and the general public
- | Enhance our presence in the downtown core with more visible and dynamic signage on our building
- | Assess our theatre and make upgrades to the lighting and technical systems
- | Replace the flooring and lighting on the second floor
- | Construct a new server room and make upgrades to our technical resources for administration, collections storage and digitization
- | Make upgrades to our collections storage areas
- | Make upgrades to our permanent exhibitions
- | Assess our café operation and, in years two and three, renovate the space
- | Create a new vision for the fourth floor and make upgrades to the exhibition spaces in years three and four of the plan

Above: *Blackfoot Shirt (over-painted with porcupine quillwork decoration), no date; Collection of Pitt Rivers Museum, University of Oxford*

THE **VISUAL** ARTS

THE ISSUE

Calgary is the only major Canadian city without a stand-alone visual arts facility. In recent years, the lack of space dedicated to the visual arts has been an ongoing point of discussion. Calgary has also evolved – it is a major financial and business centre for Canada and there are expectations from Calgarians that our arts and culture institutions are centres of excellence.

For some time, Glenbow's exhibition program and focus has not put the visual arts front and centre. For the city's visual arts scene to develop, it must have strong institutions supporting its artists and creative producers. Today, there are expectations from the community that we will rebuild the visual arts program, make visible changes to the institution, provide more exhibitions and learning opportunities and increase the profile of artists from this region so that they can contribute to a national and international dialogue about our future. But we must also plan for the future for all of Glenbow; our collections are as diverse as our audiences. We are a museum, an art gallery, a library and an archives.

WHY IT MATTERS

Glenbow is committed to a re-invigorated visual arts program for the city and is the ideal organization in Calgary to facilitate the development of a new stand-alone arts facility. We have a 40-year track record and experienced curatorial, conservation and production staff. Our unparalleled art collection is the largest in Western Canada with more than 33,000 works ranging from historical art, modern art and contemporary art produced by some of Alberta's and Canada's best artists. Our print and Asian art collections are among the best in Canada.

One of the important facets of rebuilding Glenbow's visual arts program is the recognition that our physical facility requires renovation and expansion.

A new stand-alone arts facility will take time and planning to develop. It requires the community's support to be successful. We need to create and deliver a relevant visual arts program that will engage the community and position us to better deliver on that vision and future capital campaigns for the new visual arts facility that Calgary deserves.

Facing page: Bev Tosh, *Shoulder to Shoulder*, 2001–09, Collection of the Artist; Bev Tosh, *White Lace and Promises*, 2003, Collection of the Artist



← | **War Brides: One Way Passage** (November 2009-February 2010) featured the moving portrayals of war brides by Calgary-based artist Bev Tosh, and reflects our commitment to showcase contemporary art by senior Canadian and regional artists.



↑ | As part of our **In Conversation** series, artists, writers and curators have an opportunity to discuss current work. Here Canadian artist Michael Nicoll Yahgulanaas explains his distinctive Haida Manga style, which blends Indigenous art traditions with Asian manga.

OUR PLANS

WE WILL

- | Appoint a senior visual artist to the Board
- | Take a leadership role in art education for a broad audience and support the work of artists from our region
- | Be an advocate for senior regional and national Canadian artists
- | Evolve Glenbow's Building Committee of the Board to position the institution for a building campaign
- | In year two of the plan, develop a master plan for a new facility which reflects Glenbow's growth and Calgary's needs
- | Work with all levels of government, corporate funders and individuals to obtain financial support
- | Identify staffing requirements for the project to manage daily operations as the new building project evolves and gathers momentum
- | By year three, finalize the master plan, develop a site selection plan and determine a site for the building
- | By year four, a design is chosen and a firm hired



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WITH ART,
CULTURE AND
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OFTEN.**





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with art, culture and ideas
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www.glenbow.org

Tell us what you think.

Please email:

president@glenbow.org

If you're interested in
supporting Glenbow's new
vision, please contact:

sponsorships@glenbow.org

or 403.268.4189

↑ | **One of Alberta's foremost artists, Marion Nicoll was a brilliant abstract painter and an influential teacher whose legacy lives on through the countless artists she inspired.**

Above: Marion Nicoll, *Foothills No. 1*, 1965,
Collection of Glenbow Museum