

# CRAWFORD ART GALLERY



## STRATEGIC PLAN 2019-2022

WHERE ART AND IDEAS MEET ACROSS THE CENTURIES

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**Crawford  
Art  
Gallery**



An Roinn Cultúir,  
Oidhreacht agus Gaeltachta  
Department of Culture,  
Heritage and the Gaeltacht



## MINISTER'S FOREWORD

**I welcome this Strategic Plan by the Crawford Art Gallery.**

Culture is an intrinsic part of our society. The Government recognises its importance for wellbeing and as a means of expressing who we are as a people.

Our National Cultural Institutions play a vital role in enabling and widening our cultural engagement. The Crawford Art Gallery operates in a unique space as the only National Cultural Institution located in its entirety outside Dublin.

The Gallery has developed a wide-ranging and ambitious Strategy which will allow the Crawford to build on its heritage and continue to look outwards.

I would like to thank the Board, the Director and the staff for their work in developing the Strategic Plan and I look forward to seeing the Crawford expand its impact and reach.

Josepha Madigan

*Minister for Culture, Heritage and the Gaeltacht*



## CHAIRMAN'S MESSAGE – ROSE MCHUGH

The **Crawford Art Gallery's Strategic Plan 2019 to 2022** clarifies the Gallery's Mission, Vision and Values and sets four strategic priorities for the three-year period which emphasises expanding the Crawford's Art Gallery's impact and reach.

Our priorities will be to: Connect and Engage, Collaborate, Innovate and Invest in our structures.

The Plan is grounded on the principles of Collaboration and Engagement whilst prioritising innovation and investment in our structures. Our strategy reflects the current national policy context and the rapidly changing environment in which the Gallery is currently operating and reflects our immediate major capital redevelopment opportunity



It acknowledges the major opportunity for Crawford Art Gallery to be a key element in defining Cork and Ireland's cultural offering and to be a significant and enabling resource and support for artists, organisations and our diverse constituencies both in Cork and in the wider world.

It has been developed within the context of a period of significant step change at Crawford Art Gallery as the organisation is embarking on a €22m redevelopment over the next 7 years as part of the Ireland 2040 programme.

The Board, executive and staff are committed to achieving our ambitions as expressed in this Strategic Plan and we look forward to collaborating with our funders and stakeholders.

Rose McHugh  
*Chairman*  
Crawford Art Gallery



## DIRECTOR'S INTRODUCTION – MARY MCCARTHY

**We have a once in a generation opportunity** to rethink what Crawford Art Gallery as a National Cultural Institution with our history, reputation and capacity can become, at this time, while building an organisation that is well structured to deliver on its mission and ambitions as the future unfolds.

This Plan builds on the achievements of over 200 years and sets out four strategic priorities for the next three years, to connect and engage, collaborate, innovate and invest in our structures.

We are undergoing an intense period of growth and renewal and we are committed to supporting our visitors and communities to make meaningful connection with our work and the artists we work with. At the heart of the Strategic Plan is a vision for a Crawford Art Gallery that is Connected – Friendly – Engaging– Challenging – Collaborative and Thoughtful. We are grateful to our many collaborators, partners, artists, supporters, loyal audiences and our primary funder The Department of Culture, Heritage and the Gaeltacht.

Mary McCarthy  
*Director*  
Crawford Art Gallery



CRAWFORD  
ART GALLERY

Crawford Art Gallery is a National Cultural Institution located in a significant heritage building in the heart of Cork city, dedicated to the visual arts.

## OVERVIEW



**Crawford Art Gallery is a National Cultural Institution** located in a significant heritage building in the heart of Cork city, dedicated to the visual arts, both historic and contemporary. It is in part distinguished by being the only National Cultural Institution (NCI) located in its entirety outside of Dublin. Crawford Art Gallery is actively contributing to Cork city and the wider region's ambitious plans for growth and internationalisation.

**The Crawford Art Gallery has a distinct and compelling story,** physically it is comprised of three interconnected buildings of distinct historic origin, derivation and style, reflecting the extraordinary evolution of the buildings towards the cultural institution they house today.

**They incorporate the former Customs House of 1724,** extensively altered and expanded to the South and West by prominent architect Arthur Hill to form the ground-breaking Crawford School of Science and Art in 1884.

**For much of the 20th century,** the school operated as classrooms, workshops and studios, with sculpture and painting galleries, a lecture theatre, offices and ancillary support facilities. The Crawford School of Art operated on this site for 96 years.

**In 1979,** the School of Art relocated to Sharman Crawford Street and the premises that remained became the Crawford Municipal Art Gallery. Following an architectural competition, Dutch architect Erick van Egeraat carried out intermediary works during 1998 – 2000 taking under cover the courtyard between the South and West wings.

**Crawford Art Gallery was designated a National Cultural Institution** in 2006. As a Not for Profit organisation it collects, safeguards, holds in trust, researches, develops and interprets collections of original objects and original objects on loan, for the public benefit.



**The Crawford Art Gallery is committed to fostering recognition, critical assessment, and acknowledgement of Irish and international art practices.**

## OVERVIEW

We organise an ambitious programme of Exhibitions, Projects and a rich and engaging Learn and Explore programme which provide our diverse audiences an opportunity to interact and engage with art and artists in a range of extraordinary contexts. The Crawford Art Gallery is committed to fostering recognition, critical assessment, and acknowledgement of Irish and international art practices through its programming and collecting ethos.

The collection comprises of almost 4,000 works, ranging from eighteenth century Irish and European painting and sculpture, through to contemporary art and video installations.



The collection is made available through exhibitions at Crawford and other venues nationally and internationally, by digital access, through the Learn and Explore programmes and various publications, talks, lectures and broadcasts that seek to provide a unique experience to everyone who engages with the Gallery.

Through The Ireland 2040 Programme plan Crawford Art Gallery has received a commitment of €22m to develop, extend and renovate its buildings which provides it with a timely opportunity to integrate new thinking of collection management and new directions in Learn and Explore into the future design and reorganisation of existing spaces.



## VISITOR NUMBERS

| CRAWFORD ART GALLERY – VISITOR NUMBERS |         |         |         |         |         | PROJECTED |      |
|--|---------|---------|---------|---------|---------|-----------|------|
| 2014–2018                              |         |         |         |         |         | 2019      | 2020 |
| 2014                                   | 2015    | 2016    | 2017    | 2018    | 2019    | 2020      |      |
| 163,887                                | 175,902 | 178,302 | 188,814 | 230,989 | 250,000 | 265,000   |      |

## THE ENVIRONMENT

The environment in which Crawford Art Gallery is operating is changing rapidly and there is an unprecedented opportunity to redefine core purpose and increase our impact.

We are excited about the new opportunities to connect with our audiences and to find new ways to ensure our work has a deeper engagement with our audiences and that it reflects the narratives and culture of our time.

Digitisation has enabled a wider access to our work and collection and ensures that our work can be available for research and public interest.

## OVERVIEW

We are committed to best practice in collection management and to significantly expanding the collection.

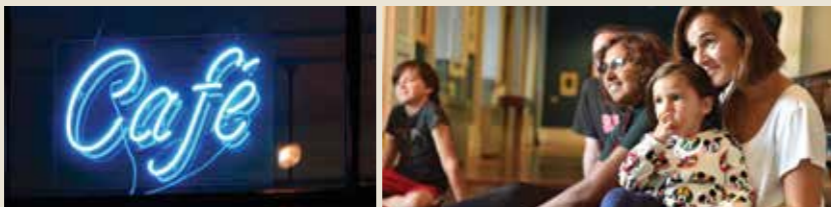
We are equally committed to creating opportunities for artists to collaborate with the collection and the building to create new works and to support the development of artists practice through Exhibitions and projects and print materials. The Learn and Explore programme aims to anticipate the expectations and needs of our many stakeholders and to foster greater opportunities for engagement.



### THE POLICY CONTEXT

Crawford Art Gallery intends to embrace the fundamental premises of Ireland 2040 – Our Plan, Creative Ireland 2025, Cork 2050 and the Arts Council of Ireland’s Plan Making Great Art Work.

The Crawford supports the ambitions of these policies that state that culture adds value to our lives and communities and that everyone has a right to participate in the cultural life of the nation.



### OUR PRIMARY STRENGTHS INCLUDE:

- Crawford Art Gallery’s rich history and heritage, and its unique, natural and distinctive historic buildings and significant collection.
- Its dynamic contemporary programme and the relationship between its programmes and the collection.
- Its knowledgeable and dedicated staff and its Board of Directors, subcommittee members and engaged audiences.
- Its significant National Collection of historic and contemporary art.
- Core city centre location in Cork City, Ireland’s fastest growing City and Region.
- Its status and strong identity as the only National Cultural Institution located in its entirety outside of the capital city helping to address regional access balance.
- Its strong networks and partnerships
- The public’s recognition, support and appreciation of Crawford as a National Cultural Institution that is open 7 days a week.
- Its award-winning café.

### 2022 CRAWFORD WILL:

- Be recognised for our distinctive and collaborative programmes
- Be regarded for our collection
- Be known as a responsible and trustworthy organisation
- Be recognised as being significant for artists
- Maintain and enhance our reputation as a friendly professional venue for visitors
- Be well structured to grow and expand
- Be a must-see experience for locals and visitors
- Be connected and influential – thought leader
- Be in capital redevelopment mode



## VISION & MISSION



### VISION

**Crawford Art Gallery** – a vibrant public space that stimulates and fosters greater social engagement, critical thinking and creativity through the Visual Arts.

### MISSION

Crawford Art Gallery through its Programming, Collection and Building -probes the future, contemplates the present and reveals the past creating engaging conversations across the timelines.

As a Not for Profit organisation Crawford Art Gallery collects, safeguards, holds in trust, researches, develops and interprets its collection of original art works, and art works on loan for the public benefit.

# VALUES

## VALUES

While proudly located in Cork and engaging with the community, we are national and international in outlook.

We are committed to building the social capital of Cork and the wider City region and to enabling access and engagement with a National Cultural Institution in Cork.

## OUR STRENGTHS, OUR WORK

### KNOWLEDGEABLE

We promote knowledge sharing in many diverse forms and promote the generation of new insights through Exhibitions, Publication and projects.

### SUPPORTIVE AND COLLABORATIVE

We passionately believe in the strength of working collaboratively with artists and building strong partnerships and alliances.

### OPEN AND INCLUSIVE

We recognise our collection is public and we are committed to maximising the access we offer all those interested in engaging with the Collection, Exhibitions and Buildings.

### GENEROUS AND HOSPITABLE

We recognise the opportunity to be a place that welcomes people and are committed to delivering excellent standards of services to all our audiences.

## CORE PURPOSE OF CRAWFORD ART GALLERY

- To present visual art Exhibitions and associated Programmes from across the centuries and to foster an engagement with and an understanding of contemporary art and the work of artists
- To manage, expand and hold in trust for future generations our Collection and our Buildings
- Ensure our visitors and diverse communities are at the heart of our work
- To contribute to the cultural and civic life of Cork, the wider city region and Ireland



## STRATEGIC PRIORITIES

Crawford Art Gallery is about to embark on a transformative phase. This is paralleled by a rapidly changing world where the role of the art institution is being redefined.

In this context, we are setting our ambitious priorities for a three-year period.

We have taken into consideration our immediate and projected resources, our physical infrastructure, the legal and legislative environment, our expertise, our collaborative potential and our unique context – our location, building and our rich collection and building heritage.



## THE FOUR STRATEGIC PRIORITIES ARE TO:

- Connect and Engage
- Collaborate
- Innovate
- Invest to our Structures

### CONNECT AND ENGAGE

A priority for Crawford Art Gallery is to deepen and expand our connections with our immediate context, our visitors, our creative community, our funders, our National Cultural Institution partners and our stakeholders.

To inspire and support deeper connections with Crawford Art Gallery.

#### WE WILL:

- Research our audience and artist needs to best plan to meet and exceed expectations
- Work to become a welcoming and inspiring must visit physical and digital destination
- Expand the number and diversity of people visiting Crawford Art Gallery and the numbers of people engaging with the building and accessing the Collection
- Make visible and connect our audiences with the history of our building and our organisation to support and unlock a rich understanding of place
- Develop and roll out a coherent identity to support our visitor's and stakeholder's experiences of Crawford Art Gallery
- Expand on site facilities and interpretation
- Diversify our work and practice to reflect a changing Ireland
- Initiate and participate in dialogues on contemporary art and society

### COLLABORATE

Foster Collaboration as a key principle to redefine, extend and maximise the reach and impact of our work.

#### WE WILL:

- Identify and build relationships with key institutional partners, locally and globally, who share complementary strategic objectives and ambitions
- Build strategic partnerships throughout our communities, to expand and extend Crawford's cultural contribution to society
- Foster key third level partnerships to partner on research and to build and support new programme initiatives
- Invite others to collaborate with our Exhibitions, Collection and Building



## STRATEGIC PRIORITIES

### INNOVATE

Innovation is key to Crawford Art Gallery reputation and sustained success.

#### WE WILL:

- Empower and extend all supports necessary to artists and communities we engage with to make the work they want to make
- Support direct connection and engagement between artists and various publics
- Continue to consider new ways of planning and presenting our Programmes
- Identify new opportunities in our programmes for corporate and philanthropic support
- Maximise digital tools to generate interest in and to amplify our work
- Explore new ways to listen, engage and communicate with our audiences
- Innovate programmes and initiatives to connect in ways that are relevant to our creative and wider community

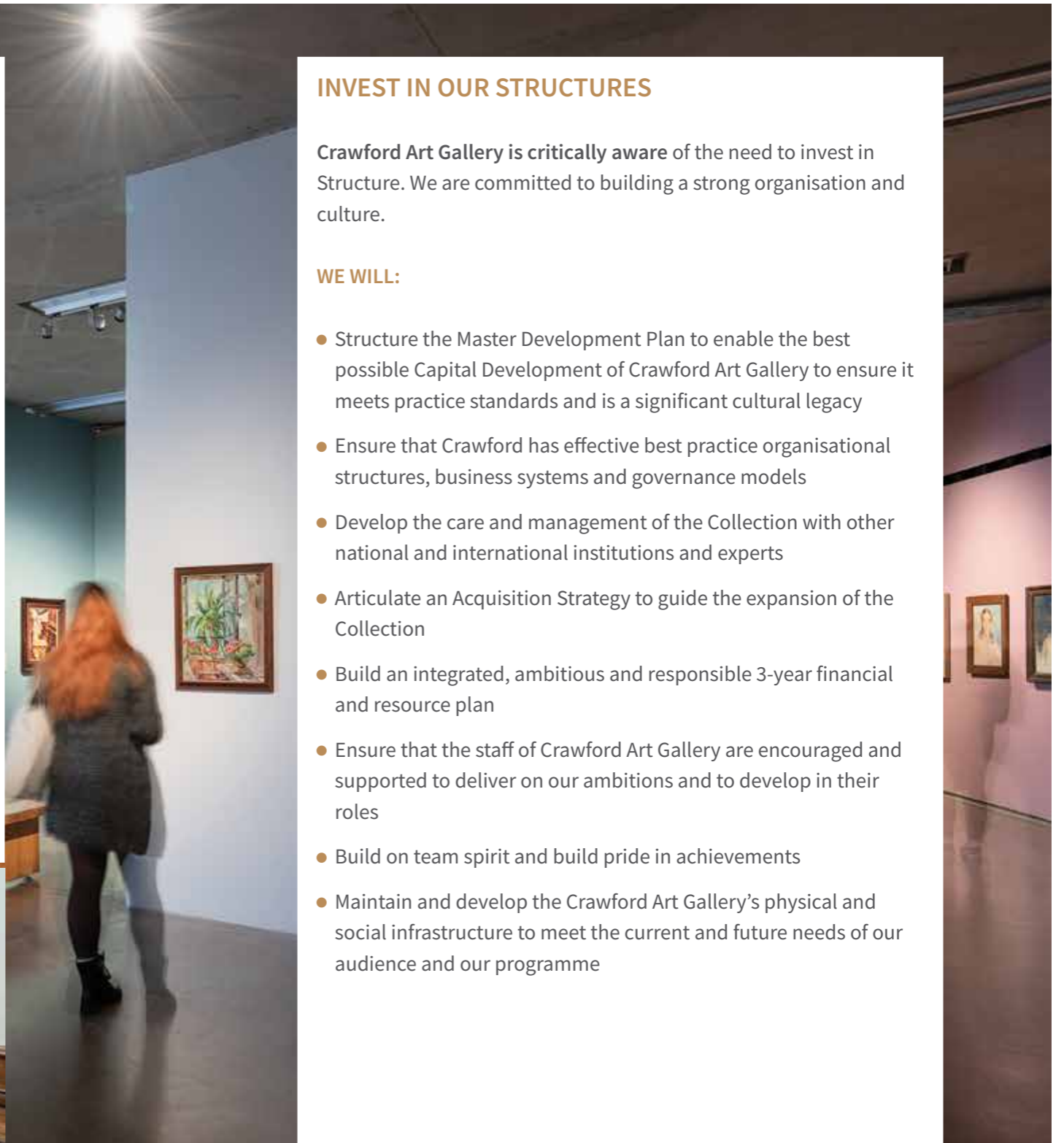


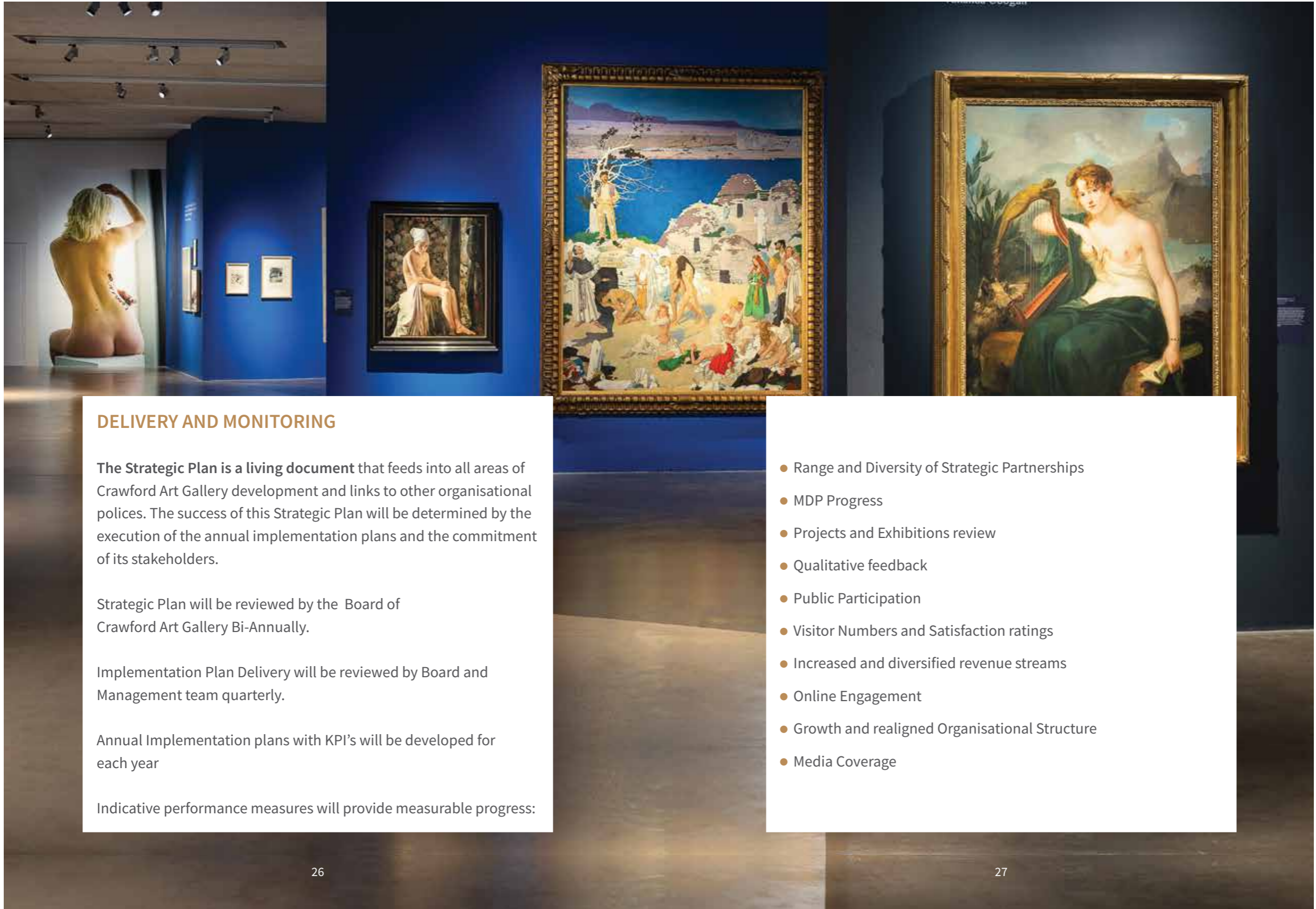
### INVEST IN OUR STRUCTURES

Crawford Art Gallery is critically aware of the need to invest in Structure. We are committed to building a strong organisation and culture.

#### WE WILL:

- Structure the Master Development Plan to enable the best possible Capital Development of Crawford Art Gallery to ensure it meets practice standards and is a significant cultural legacy
- Ensure that Crawford has effective best practice organisational structures, business systems and governance models
- Develop the care and management of the Collection with other national and international institutions and experts
- Articulate an Acquisition Strategy to guide the expansion of the Collection
- Build an integrated, ambitious and responsible 3-year financial and resource plan
- Ensure that the staff of Crawford Art Gallery are encouraged and supported to deliver on our ambitions and to develop in their roles
- Build on team spirit and build pride in achievements
- Maintain and develop the Crawford Art Gallery's physical and social infrastructure to meet the current and future needs of our audience and our programme





## DELIVERY AND MONITORING

The Strategic Plan is a living document that feeds into all areas of Crawford Art Gallery development and links to other organisational policies. The success of this Strategic Plan will be determined by the execution of the annual implementation plans and the commitment of its stakeholders.

Strategic Plan will be reviewed by the Board of Crawford Art Gallery Bi-Annually.

Implementation Plan Delivery will be reviewed by Board and Management team quarterly.

Annual Implementation plans with KPI's will be developed for each year

Indicative performance measures will provide measurable progress:

- Range and Diversity of Strategic Partnerships
- MDP Progress
- Projects and Exhibitions review
- Qualitative feedback
- Public Participation
- Visitor Numbers and Satisfaction ratings
- Increased and diversified revenue streams
- Online Engagement
- Growth and realigned Organisational Structure
- Media Coverage



## BOARD OF DIRECTORS

Rose Mc Hugh (Chairman)

Josephine Browne, Catherine Hammond, Karen Kelly,  
Gareth O’Callaghan, Barrie O’Connell, Ann Doherty,  
Mary Hegarty, Susan McCarthy, Kenneth O’Flynn,  
Louise Crowley and Sean Clarke

Photography: Jed Niezgoda