

2019

2020

2021

Strategic Plan

2022

2023

2024

2025

2026

2027

2028

2029

2030

2031



MOV ing
museum of vancouver forward



MOV ing
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LAND ACKNOWLEDGEMENT

We acknowledge that MOV is located within the unceded, ancestral territories of the x^wməθk^wəyəm (Musqueam), Sk̓wxwú7mesh (Squamish), and səliłwətał (Tseil-Waututh) Nations.

LAND ACKNOWLEDGEMENT

ACKNOWLEDGEMENT ○ ○ ○ ○ ○





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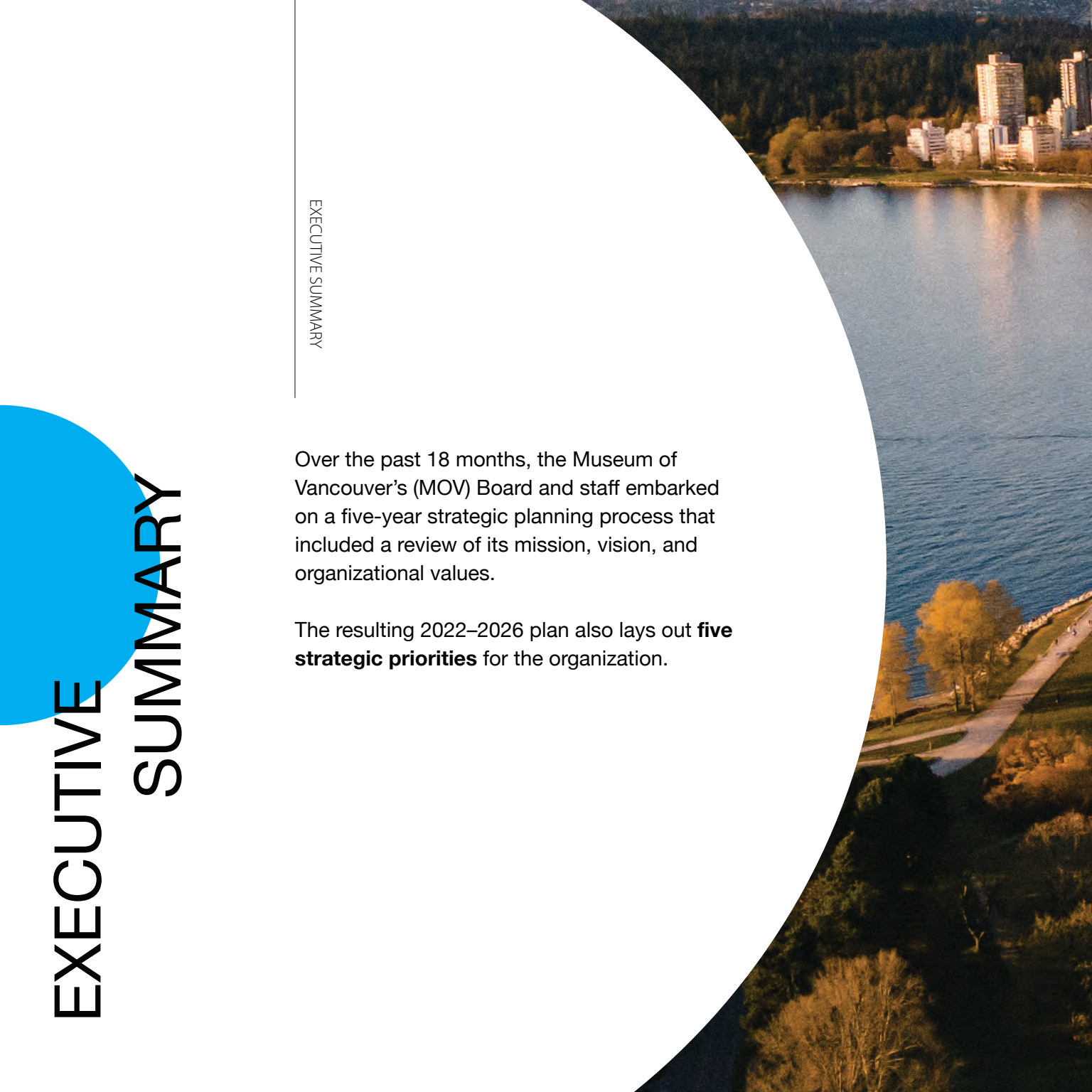
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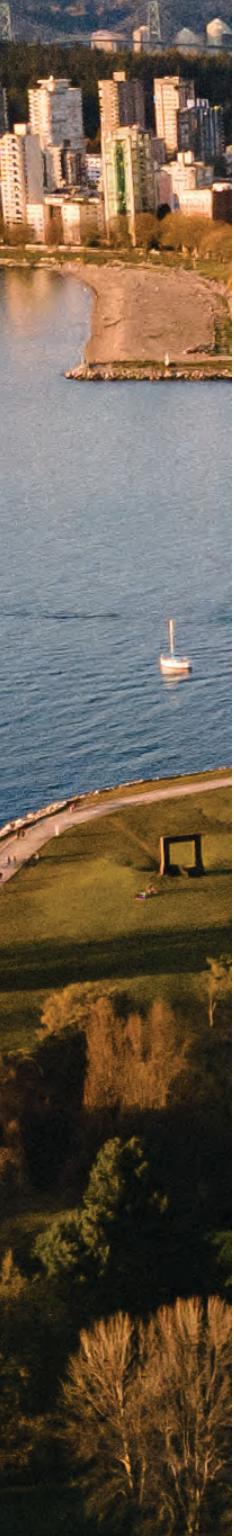
EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Over the past 18 months, the Museum of Vancouver's (MOV) Board and staff embarked on a five-year strategic planning process that included a review of its mission, vision, and organizational values.

The resulting 2022–2026 plan also lays out **five strategic priorities** for the organization.





●
Increase public awareness of the Museum.

●
Grow, diversify, and engage new audiences.

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●
Strengthen operational and financial capacity.

STRATEGIC PRIORITIES

●
Update and renew the Museum's historical galleries space.

●
Increase and diversify earned and contributed revenue.

FIVE STRATEGIC PRIORITIES



The Museum of Vancouver, founded in **1894**, has a rich and vibrant history as the oldest cultural institution in the City of Vancouver. The Museum's mission, "to be a gathering space that fosters connection, learning, and new experiences of Vancouver's diverse communities and histories," deepens our understanding of Vancouver through stories, objects, and shared experiences.

Together with the MOV's renewed vision, "to inspire and foster a more socially connected, resilient, and publicly engaged city," this vision lays the foundation for a more socially connected and participatory organization with exhibitions, and programming that emphasize MOV's **four thematic pillars**:

- Reconciliation through redress and decolonization
- Immigration and diversity
- Sustainability and environment
- Contemporary urban issues.

The MOV works to connect Vancouver's past to its present through exhibitions and programs that look to the future. The Museum has organized its work into the four thematic pillars, which are utilized to frame the institution's exhibitions, curatorial research, and public programming for the institution. The four pillars are not exclusive categories for MOV's practice, but, rather, thematic threads that run through and across the organization's suite of activities. The MOV stewards the past through its collection and engages the present through stories, objects, and exhibitions. The four thematic pillars serve as an overarching framework for MOV's work and are designed to include and extend the organization's reach and practice.

MOV will utilize its extensive collection encompassing over **85,000** artefacts, objects, and belongings to create exhibitions that connect the past, present, and future of Vancouver. These presentations act as vectors for public engagement, utilizing the collection to explore and address the community's cultural, social, and natural history. MOV exhibitions serve as the platform to connect the City's collection with contemporary matters and issues of concern in our city.

The Museum believes this new strategic plan is an opportunity to build on recent accomplishments and galvanize the loyalty and engagement of the people of Vancouver. The result will be a thriving, sustainable Museum that is proudly supported by its donors, sponsors, members, and visitors.

VISION

VALUES

MISSION

M ISSION

“To be a gathering space that fosters connection, learning, and new experiences of Vancouver’s diverse communities and histories.”

MISSION





VISION

“To inspire and foster a more socially connected, resilient, and publicly engaged city.”

VISION

MISSION, VISION, AND VALUES ○ ● ○ ○ ○

V ALUES

ORGANIZATIONAL VALUES

Collaboration

The Museum believes in the power of partnership. It invites individuals and groups from all sectors and backgrounds to work together in promoting discussion and action on critical issues shaping the city.

Equity, Diversity, Inclusion

The Museum is committed to being a welcoming place for all, and an inclusive and open organization that is responsive to the perspectives, needs, and interests of diverse people and communities.

Stewardship

The Museum cares for the city's collections of artefacts and belongings with integrity and foresight, and it fosters mutually beneficial relationships with Indigenous and other source communities connected to these collections.

Creativity

The Museum values research and programming fueled by imagination, originality, and innovation.

Social and Environmental Justice

The Museum engages in concrete efforts to promote social and environmental justice as interconnected issues.

Community Resiliency

The Museum supports local debates and actions that promote sustainable development, well-being, and inclusive growth.

Redress and Decolonization

MOV recognizes its history as a colonial institution and is committed to redressing past wrongdoings, and decolonizing its current practices, by adopting the recommendations of the Truth and Reconciliation Commission (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In practice, this means creating a safe and respectful place for all Indigenous community members while ensuring that the values and priorities of the host nations (Musqueam, Squamish and Tsleil-Waututh) guide its work.

SEVEN ORGANIZATIONAL VALUES

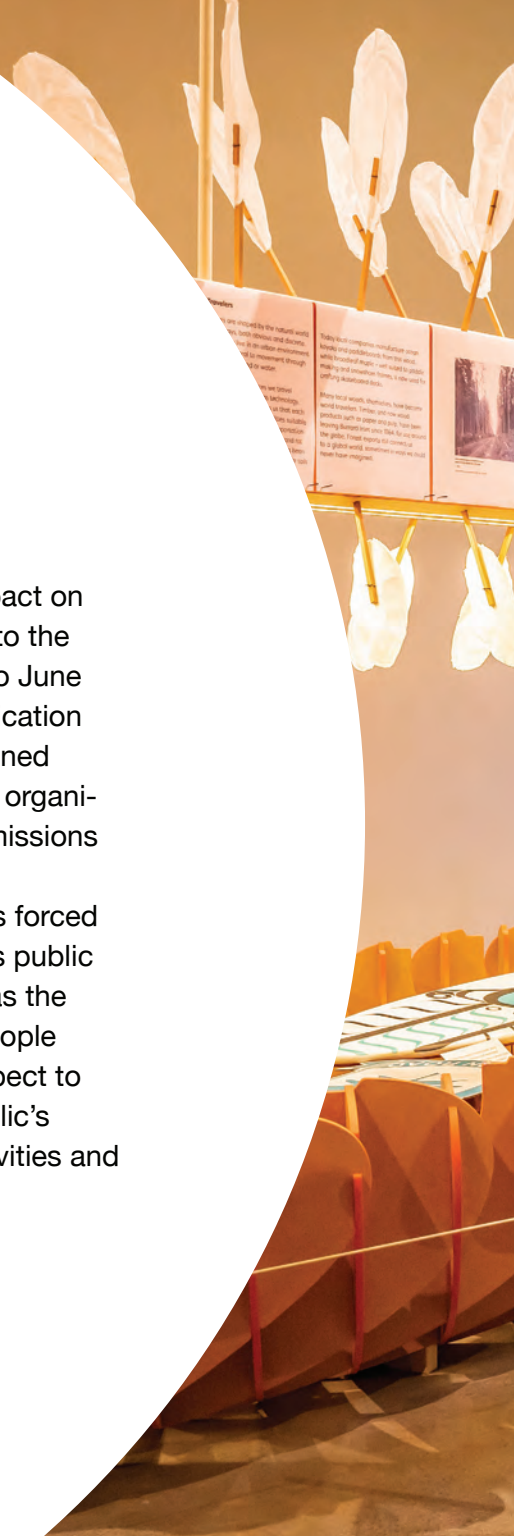


COVID-19

IMPACTS AND OUTCOMES

COVID-19: IMPACTS AND OUTCOMES

The COVID-19 pandemic had a significant impact on MOV's operations, as the organization closed to the public for 11 weeks in 2020, from March 18th to June 11th (2020), delayed its planned exhibition fabrication and installation work, and rescheduled its planned curatorial and program activities for 2020. The organization's earned revenue dropped by 80%, admissions and visitor numbers slipped to 30% of the pre-COVID-19 levels, and the organization was forced to reduce its staff complement by 20%. MOV's public and educational programming also "paused" as the pandemic made it very challenging to bring people together on-site, given the limitations with respect to assembly and audience numbers, and the public's anxiety around large gathering and indoor activities and events.





The pandemic closure and associated health, safety, and social distancing accommodations, over the past 18 months, significantly challenged the organization's operations, earned revenue capacity, admissions, fabrication, and installation work.

IMPACTS



KEY PERFORMANCE INDICATORS

In response to these challenges, the MOV Board's and management staff established a COVID-19 transitional committee to monitor and assess the impacts and implications for the museum. The committee meets monthly to review and assess the organization's key performance indicators.

KEY PERFORMANCE INDICATORS





KEY PERFORMANCE INDICATORS

- Earned revenue
- Sponsorships and fund development
- Net income
- Admission and visitation numbers
- Social media, marketing, and other communications efforts
- Public and educational programming activities and events

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KEY PERFORMANCE INDICATORS





OUTCOMES

The COVID-19 Transitional Committee, linked to and managed through to the Board's Audit and Finance Committee, meets monthly and reports to the Board of Directors at the monthly Board sessions. The process to ensure oversight has deepened and strengthened the relationship between management and Board, as the key performance indicators for the organization have become incorporated into the organization's operational structure and culture. In short, the pandemic challenges necessitated a more integrated approach to operational, financial, and organizational management of the institution. Ironically, the uncertainty of managing an organization through a global pandemic has created many practical tools and processes that will serve the organization's needs as it embarks on its new strategic plan.



Despite the positive outcomes from an organizational perspective, the pandemic has not ended, and thus, the strategic plan includes an awareness of the provisional nature of the current moment and the external factors impacting the organization as it rebuilds its capacity while emerging from COVID -19. That is, the new five-year strategic plan includes a transitional process that focuses on the ongoing challenges and adaptations necessitated by the pandemic. MOV's COVID-19 transitional committee will remain in place and evolve with the changing situational parameters and demands as we move through this public health crisis.

STRATEGIC

2022 – 2026

PRIORITIES

INCREASE PUBLIC AWARENESS

Raising the public's awareness of the MOV and its role in the community is a key priority for the organization moving forward. Over the past five years, we have rebuilt the MOV website, significantly augmented our use of various digital platforms, and thereby substantially increased the institution's virtual and on-line presence. The Museum will continue to invest resources to further develop its use of social media, with marketing strategies that position and profile the MOV brand and vision.





In addition, the MOV will also continue to activate interactive partnerships and collaborations with local, national, and international arts and cultural organizations. Together, the combination of a proactive and responsive digital communications strategy and a dynamic program of partnership and collaboration will be cornerstones for the MOV.

INCREASE PUBLIC AWARENESS OF THE MOV



INCREASE PUBLIC AWARENESS OF THE MOV

The MOV will extend its mission and role in the community through an approach that connects and links its collection with the city and its people. Framed as “Community Curation,” the Museum will utilize its collection and curatorial expertise as vectors for increased engagement, in an effort, to raise awareness of the Museum and its role in Vancouver’s civic history. The Community Curation approach and practice re-positions the organization within the broader community and sets the foundation for developing new audiences through partnerships and collaborations, while tapping into and deepening the existing connections across communities.



GOALS AND OBJECTIVES

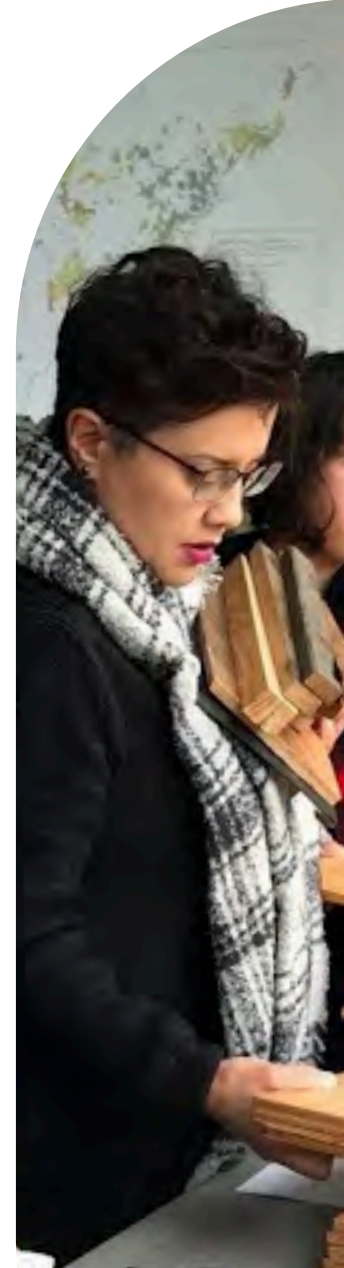


- Promote and facilitate programs and projects that connect and amplify MOV values and priorities and that respond to issues of importance as defined by our stakeholders.
- Draw upon the collection to animate, promote, and augment new curatorial ventures.
- Develop and facilitate interactive partnerships and collaborations that connect the MOV, its work and its strategic priorities to the broader community.
- Connect the objects, artefacts, and belongings in the collection with the community at large.
- Utilize the entire City of Vancouver — both public and indoor spaces — as a gallery and exhibition space to feature the collection.
- Continue to highlight xʷməθkʷəy̅əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) histories as part of MOV's Redress and Decolonization work.
- Increase the involvement and participation of diverse communities with the Museum.



GROW, **DIVERSIFY, AND** **ENGAGE NEW** **AUDIENCES**

The MOV is committed to making the institution a welcoming place for all people. We strive to be an inclusive and open organization that is responsive to the perspectives, needs, and interests of people and their communities. MOV intends to proactively engage new and diverse audiences through its exhibitions, public and educational programming, events, and activities. The MOV recognizes the diversity of its stakeholders as a strength and will work to be more representative and reflective of Vancouver's cultural and multicultural communities.



GOALS AND OBJECTIVES



GROW, DIVERSIFY, AND ENGAGE NEW AUDIENCES

- Develop programs that meet the needs of IBPOC and disabilities communities, and low-income families.
- Recruit and retain Indigenous staff and Board members (with priority for people of the x^wməθk^wəyəm (Musqueam), Skw̓xwú7mesh (Squamish), and səliłwətał (Tseil-Waututh) nations).
- Continue to work closely with Indigenous knowledge holders in the development of exhibitions, programming, and collections management strategies that facilitate access to community and family belongings held in storage.
- Continue to connect the MOV collection and exhibition content to new audiences and Vancouver's evolving diversity.

STRATEGIC PRIORITIES





U PDATING HISTORICAL EXHIBITIONS

MOV will begin the process of replacing its outdated core galleries, which focus primarily on the colonization of BC by European settlers, with new exhibitions that more accurately reflect the city's people and history. The historical permanent galleries will be updated to reflect the city's rich cultural diversity by highlighting the experiences and ongoing contributions made to the City by Vancouver's First Nations and by immigrant communities from around the world.

GOALS AND OBJECTIVES

Over the past several years, the MOV has moved to integrate the perspectives of Indigenous knowledge holders and the lived experience of community members into its exhibition and storytelling. Special focus and emphasis will be given to the x^wməθ k^wəyəm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations. The Museum of Vancouver is located on the site of the ancestral village of Senákw, which became part of Kitsilano Indian Reserve #6 in 1869. Designated Sk̓wx̓wú7mesh (Squamish) reserve lands in the 1880s, the village was reduced in size several times to make way for newcomers. Today, the Burrard Street bridge passes through the centre of the original reserve.

- Engage in a community consultation process to determine the interpretative framing and design approaches for the long-term exhibition galleries.
- Continue to engage and work with our x^wməθk^wəyəm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) partners to ensure their stories are shared and presented in a manner that includes local Indigenous voices and history.
- Create multiple narratives for the organization's educational programming that highlights and amplifies the City's diverse cultural histories..
- Retell Vancouver's story through a new participatory exhibition space that leverages interactive, green, and simulation technologies.

INCREASE AND DIVERSIFY EARNED AND CONTRIBUTED REVENUE

THREE MAJOR REVENUE STREAMS

The current MOV funding matrix breaks down into three major revenue streams:

Grants

Public or core government funding

Earned Revenue

Admissions, school and public programming, and rentals

Contributions

From foundations, individual and annual giving, corporate sponsorships, and donations.



While the MOV has made significant strides in diversifying its sources of revenue there are several areas of potential growth. In particular, the MOV, as part of its collaborative approach to partnerships and community curation activities, MOV has begun to develop a social enterprise-essentially marketing, and promoting the museum’s expertise, collection, and human capital to generate unrestricted funds for the organization.

Examples from the past two years include: development and collaboration with the Chinese Canadian Museum Society of British Columbia, a neon light partnership with QuadReal Property Group, and refurbishment and curation project for the third-floor foyer of Vancouver City Hall. In addition, MOV has also developed two learning program opportunities, its Indigenous Artisan Workshop series and a collaborative Reconciliation training program for organizations and businesses.



The MOV will also focus on developing a more robust individual donation program, including: an annual fundraising campaign, a planned giving strategy, and a more focused donor recognition and stewardship program.



INCREASE AND DIVERSIFY EARNED AND CONTRIBUTED REVENUE

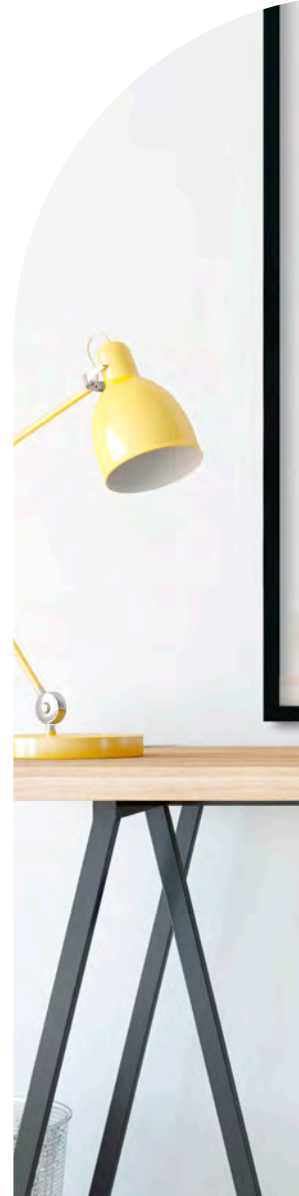
GOALS AND OBJECTIVES

- Continue to develop and invest in MOV's social enterprise opportunities (artisan workshops, reconciliation training, and the gift shop/pop-up opportunities).
- Further develop MOV's digital ecosystem of virtual, on-line, and remote public and learning program offerings.
- Continue to diversify revenue sources, with an emphasis on aligning and connecting the MOV to organizations and individuals that share our vision, mission, and values.
- Augment and extend MOV's corporate funding opportunities and relationship building through a more focused development strategy.
- Continue to develop and build MOV's growing digital program and exhibition offerings.
- Develop a donor/member engagement strategy that is aligned with the Museum's programming.
- Build upon MOV's individual donations campaigns through digital engagements, including an on-line auction and interactive donor engagement activities.

S TRENTHEN OPERATIONAL AND FINANCIAL CAPACITY

Over the past several years, the Museum of Vancouver has worked hard to build a strong management and leadership team. The organization has realigned its financial and operational capacities to create a more predictable, consistent, and sustainable operational model for the organization. While there have been some positive developments with respect to strengthening its operational and financial capacity, the organization will need to cultivate a more systematic approach to overall institutional planning and evaluation.

MOV budgeting processes have evolved to integrate the annual operating plan with a cost of program and exhibition development. Unlike past practices, the Museum now requires a significant portion of a project's funding to be in place before greenlighting an initiative. Aligning the organization's financial and fund development capacity and achievements with its exhibition and program activities has created a more sustainable fiscal climate and planning foundation for the MOV moving forward.



GOALS AND OBJECTIVES



STRENGTHEN OPERATIONAL AND FINANCIAL CAPACITY

- Develop and implement an organizational management process that integrates and utilizes the strategic plan on an ongoing basis.
- Institute an annual planning process with Board and Staff to revisit and assess the organization's progress on its strategic and annual operating plans.
- Foster opportunities and a culture of considered decision-making to enable the organization to adjust and adapt its annual operating plan as well as assessing and reviewing the organizational assumptions as they change and evolve.
- Continue with the MOV's monthly Finance and Audit committee reviews as a macro-method of managing risk, cash flow, and any projected or unforeseen financial challenges for the organization.

STRATEGIC PRIORITIES

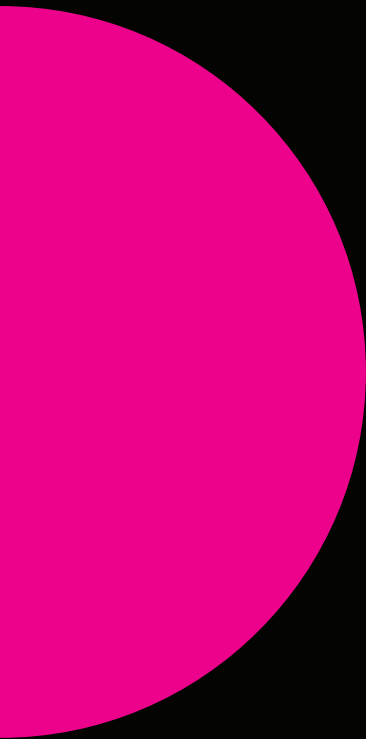







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