



# PROVOKE ENGAGE ANIMATE

**Our strategy 2013 to 2015**



Photo: 2011 Exhibition Bhangra.me  
Photo credit: Maurice Li.

## our Vision

*To hold a mirror up to the City and lead provocative conversations about its past, present, and future.*

## our Mission

Our Mission is to connect people with Vancouver, **people with ideas**, and people with each other; provoke vibrant debate on contemporary Vancouver issues; deliver an outstanding **museum experience** through innovative, world-class exhibitions and engaging, multidisciplinary programs; explore the continuous **transformation of the City** in provocative, participatory, and innovative ways; and build a powerful and relevant **collection of Vancouver-focused objects**, photography, multimedia, and more.

## our Values

- > Integrity and Excellence
- > Community Engagement
- > Debate and Dialogue
- > Passionate Advocacy for Vancouver
- > Promotion of Intercultural Understanding



Photo: 2011 Exhibition Neon Vancouver Ugly Vancouver.  
Photo Credit: Rebecca Blissett

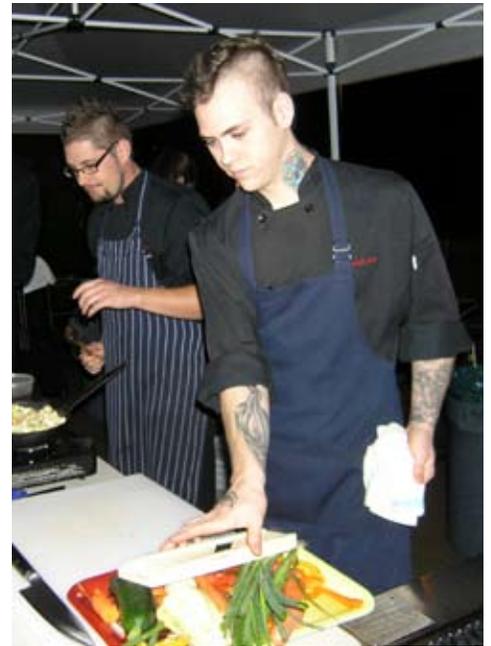
## our New Direction

After an extensive two year community consultation and the launch of a new vision, direction and brand in 2009, the Museum of Vancouver has spent the past few years implementing our promises. It has been both a challenging and immensely rewarding period in the Museum's history as we carve out a new role in the community. Our intent has always been to create an innovative Museum that is relevant and accessible and pushes the boundaries of how people think about and understand Vancouver. We have accomplished a great deal, but also have a long way to go.

The Museum articulated six key themes that underpinned our vision for transformation. First, we wanted to **focus on Vancouver** and we have certainly done that. From *Velo-City* to the story of *Bhangra.me*, from Home Grown to *SweaterLodge*, our exhibitions and programs have explored issues of importance to the people of Vancouver. We have **broadened our scope of inquiry** into Vancouver to new areas including architecture, design, visual arts and fashion, as well as social issues around homelessness, the environment and the politics of food. And we continue to put **history in context** and make links between the historical record of Vancouver and the living experiences of our visitors.

MOV has also **opened its doors** to the community and with its many partners and collaborators created a gathering place, **a new commons** for social engagement and dialogue. Our *Bhangra.me* project, for example, engaged over 100 people in the research phase, four universities and over 30 additional funding and community partners. From our Downtown Eastside Kitchen Table Series to *This is not an Architectural Speakers Series*, we have engaged new and returning audiences in a variety of formats on a number of interesting topics. And we have done this by using **innovative storytelling** techniques including humour, theatre, dance and song to interpret and explore Vancouver's resonant stories. We are also using new technologies that enable direct participation from the streets and beyond.

As a result of these changes, the Museum has diversified its audiences, increased visitation and membership, and received critical acclaim from its peers and visitors. In 2010, MOV won a **Canadian Museum Association (CMA) Award** for Outstanding Achievement in innovative management for its new brand and in 2012 won another **CMA Award for Excellence** in education for the *Bhangra.me* project. Globally, the Centre for the Future of Museums, an American think tank, has recognized MOV and its staff as thought leaders in our field.



*Home Grown* was a 2010 photographic exploration of local food production and sustainable farming in Vancouver. The accompanying program series *Food & Beers* included a local iron chef competition and dialogue about food security.

***Bhangra.me: Vancouver's Bhangra Story*** was an interactive exhibition in 2011 that chronicled Bhangra music, dance and politics in Vancouver. Accompanying programs included *Curating/Creating Memory*, a symposium on how community and memory is created and represented in institutional and other contexts.

***Because of the MOV I've been able to explore a world beyond books and headlines about a city that I'm still getting to know. Vancouver is awesome and the Museum of Vancouver shows off exactly that.***

– Christine, MOV Member



# Building on our Success

The Museum has achieved a great deal since the launch of our new vision and brand, but we also know there is a lot left to do to reach our full potential and have the kind of impact on the community we believe is possible for a city museum. We need to focus on some key areas over the next few years to achieve even greater success.

**Distinctiveness** is a path we need to continue to move down. We must reveal how we are different, not only from what we used to be, but also from other museums and attractions in Vancouver. Our purpose is unique, based on the stories of Vancouver's past, present and future and on a collection that reflects those stories. We need to continue to produce provocative and engaging exhibitions and programs that are interesting to a broad segment of Vancouver's residents and visitors. And we need to take more risks, pushing people to deepen their perspectives on issues of importance to our City.

## Our Plans

- > Develop more programming that encourages animated dialogue and debate about current Vancouver issues;
- > Continue to assess the collection and grow it to reflect the uniqueness of Vancouver's past and present;
- > Finish digitizing the collection, including the Olympic collection, to ensure accessibility to the public through [openmov.museumofvancouver.ca](http://openmov.museumofvancouver.ca);
- > Utilize the distinctiveness of our collections to connect to the community by making them more accessible;
- > Complete the Vancouver history galleries.

*This museum is a wonderful spot for both tourists and locals.*  
– Visitor from the USA

*The best attraction in Vancouver*  
– Visitor from Aberdeen, UK

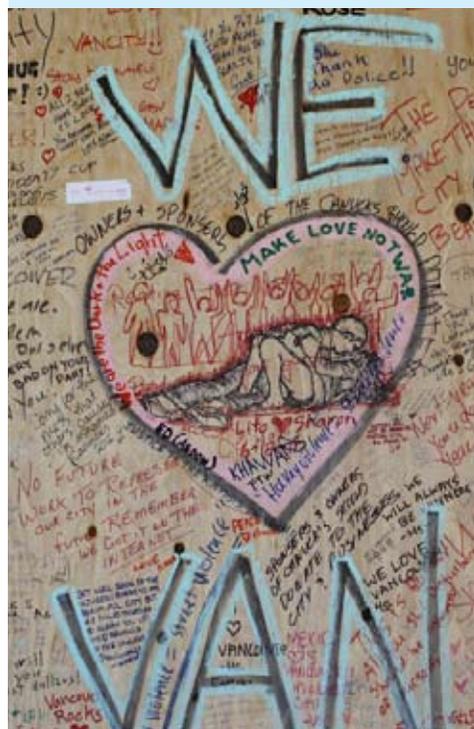


Over 2,500 artifacts document the official and non-official Olympic story. The entire collection will eventually be online at [openmov.museumofvancouver.ca](http://openmov.museumofvancouver.ca).

*I've just spent the last few hours poking around your fantastic online collection catalogue. What a researcher's dream!*

– Kristina Huneault

Following the hockey riots on June 15, 2011 when the Vancouver Canucks lost game seven of the Stanley Cup finals, riot fans and others met to clean up the city and left messages on the boards used to cover broken windows; professing their love for the city. The MOV exhibited 15 of the boards in 2012.



**More people, more stories, more often** is how MOV needs to approach diversifying our audiences. Awareness of who we are has grown substantially, but we continue to struggle with the general public not knowing where we are located. We must make ourselves better known by investing in general awareness of the Museum and our brand, and connecting that brand to the building in which we currently reside. We also need to reach out to new audiences by exploring subjects of interest to them and presenting them in exciting exhibitions, programs and virtual platforms that resonate with existing and potential audiences.

**Our Plans**

- > Grow awareness of MOV through increased brand recognition, particularly linked to the building;
- > Increase visitation by 15% over the next three years;
- > Find strategies to make MOV more family friendly;
- > Develop tools for audience feedback;
- > Develop a line of merchandise that will increase brand reach;
- > Use new technologies to increase access to our stories; Digitize 45% of the collection by 2015 for [openmov.museumofvancouver.ca](http://openmov.museumofvancouver.ca).



A celebration of locally-based learning, creation, and knowledge sharing, In 2012 *Vancouver Mini Maker Faire* partnered with MOV for a special MOV Show & Tell.



The retail collection launched in 2012 with a new model partnering with local retailers to elevate the MOV brand and diversify revenue.



# SEX TALK IN THE CITY

The *Sex Talk in the City* project is a two year collaborative project involving more than 12 community partners and advisors. The 2013 exhibition and programming will motivate the public to look more closely at issues around sexuality and society.

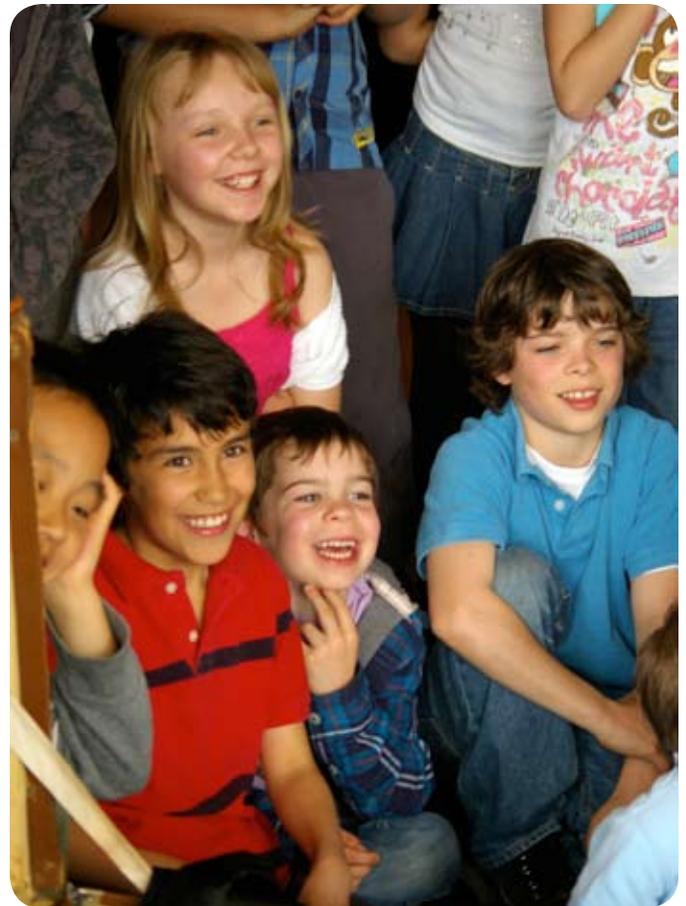


Photo Credit: Leonard Imagery

**Connectedness** to the community continues to be a priority as a means of achieving our mission and vision. MOV has never been more collaborative and we must continue to engage the community in telling their stories. It is, however, a very resource-intensive and complex method of developing and delivering exhibitions and programs. As a result, we need to get better at it, streamline processes, and ensure we are staying connected in the most meaningful and appropriate ways. We also need to broaden access to the Museum by all segments of society through partnerships with sponsors, free days, and by taking our programming out into the community to ensure greater reach.

## Our Plans

- > Implement a minimum of one free day each year;
- > Continue to work with corporate partners to bring inner-City schools to the Museum;
- > Launch our first virtual museum website and augmented reality phone app to connect people to the Museum and the City;
- > Continue to streamline our processes and create a flexible model to work effectively and efficiently with community partners in telling the stories of Vancouver;
- > Develop a strategy for greater outreach to the community including a broader geographic reach to Metro Vancouver.



*By opening its doors to a diverse array of programming the MOV creates a space for dialogue and idea sharing. I'm proud to be a part of that.*  
– Lizzy, past MOV program collaborator

**Enduring Success** is a priority for MOV. The recession came just as MOV was embarking on major change and this has created financial challenges. We have cut our expenses and continue to push all revenues, but we have more work to do to achieve operational stability. We need to manage both our financial and human resources wisely. MOV needs to diversify and grow its revenues so we are less reliant on government funding. This requires creating new revenue streams and growing existing streams. Our funding relationship with the City needs to change. Ultimately, we need to begin the process of identifying a new location that will bring opportunities for greater access and a more sustainable business model. We also need to ensure our board, staff and volunteers are supported in their efforts to create a thriving MOV by ensuring they have the right skills, are representative of the community, and have opportunities for professional development so they are well positioned to achieve our strategic goals.

**Our Plans**

- > Grow contributed and earned revenue sources to 45% of total revenues by 2015 and reduce reliance on government funding to less than 60% of total revenues by 2015 by:
  - Growing a signature MOV fundraising event that raises friends and funds;
  - Creating a retail and rentals strategy that increases earned revenues by 10% over three years;
  - Increasing sponsorship and donations by 5% per year.
- > Ensure the board, staff, and volunteers understand their roles in relation to the Strategic Plan and are supported, through professional development and other means, in achieving their goals;
- > Establish a new agreement with the City of Vancouver including a fee-for-service arrangement to manage the collection and a multi-year funding commitment;
- > Create an MOV Advisory group that builds alliances with opinion leaders and other community supporters;
- > Undertake a study to assess options for moving MOV downtown that includes a viable business model and fundraising strategy to support the move.



The exhibition *Foncie's Fotos* will open at MOV in June 2013. Photographs by Foncie Pulice can be found in the attics and basements of long-time residents all over Vancouver.

The very popular 2012 exhibition *Art Deco Chic* showcased Vancouver and European fashions from the 1920's and 1930's.





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