



Strategic Plan 2016-2020



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Our starting point

The Museum of Vancouver has a long and proud history. There is much to celebrate but no more so than in very recent years.

- The Museum has re-envisioned the institution for the 21st century with the assistance of dedicated staff, a very supportive Board, and an appreciative public.
- Those who know it are justly proud of its achievements and excited by its potential to reach out to many more in the community through innovative programming, and stronger marketing and promotion.
- The MOV has been in the forefront of the de-accessioning of objects to their rightful place within First Nations communities.
- The Museum's exhibitions and programs have won awards and enhanced the reputation of the Museum.
- Board members, academics and volunteers have helped staff responsibly care for, document, and preserve the collections.
- The City of Vancouver has provided funding and support in recognition of the Museum's importance.

The future is bright

The challenge facing the Museum today is to build on this exceptional, award-winning foundation and deliver for the citizens of Vancouver a Museum that truly realizes its potential: higher attendance, membership, public awareness, earned income, donations, and sponsorship. The next stage of the Museum's development will require significant changes at all levels – Board, leadership and staff – and a very different approach.

The Board strongly supports the leadership of the CEO, Nancy Noble. Her achievement in rebranding and re-orienting the Museum has been effective and her programming, which has won many awards, is consistently of a high quality within available funding. Having said that, both the Board and CEO recognize that programming must be broadened to appeal to a wider audience and especially that the Museum must do a much better job of marketing and promoting its presentations and activities. The Board must transform to a body that can provide more support to the CEO, allowing her to focus on key leadership issues – strategic planning, marketing, and fundraising – and hold her accountable for performance and results in all areas.

Equally important is the need for the leadership of the Museum to address financial and operational challenges that are preventing the Museum from reaching its full potential. The Museum must refocus its resources on broadening and diversifying funding sources, and building a highly effective operation that meets the fundamental needs of the Museum, and its visitors. The leadership of the Museum is confident this can happen and have created a five-year plan that builds on the Museum's strengths, addresses its weaknesses, and creates a roadmap to success.



Vision

To inspire a socially connected, civically engaged city.

Mission

To deepen our understanding of Vancouver through stories, objects and shared experiences.



Values

These shared values will form the foundation of the Museum's decision-making framework and will be used to build common beliefs and understanding among staff, to ensure that choices and behavior are aligned and consistent in approach:

Participation

The Museum enthusiastically welcomes organizations and individuals from all sectors and backgrounds to come together and share knowledge and resources.

Diversity

The Museum embraces the multiple perspectives and interests of a diverse community.

Dialogue

The Museum promotes discussion and debate in order to encourage learning and bring Vancouverites together.

Pride

The Museum reflects and builds a sense of civic pride and responsibility.

Innovation

The Museum incorporates novel and unexpected approaches in its work.

Collaboration

The Museum maintains mutually beneficial working relationships with organizations focused on the city and its people.

Stewardship

The Museum will act responsibly in the stewardship of the resources that are entrusted to us.

Strategic Goals

The Museum has identified five strategic goals for the period 2016 to 2020.

Goal 1

Grow public awareness of the Museum of Vancouver brand.

Goal 2

Grow, diversify, and engage the Museum's audiences.

Goal 3

Increase earned and contributed Museum revenues.

Goal 4

Strengthen the Museum's operational and financial capacity.

Goal 5

Transform the Museum's Board.



Goal 1

Grow public awareness of the Museum's brand

The Museum needs to build brand awareness by reviewing our brand and creating marketing strategies that position the organization as the place to “find yourself in the city.”

Outcomes

- The Museum has a higher profile locally, regionally, and nationally.
- Use of the Museum's website and social media has grown.
- Greater earned media.
- Higher visitation.
- Media sponsorship increases.



Goal 2

Grow, diversify, and engage audiences

In the coming years, the Museum of Vancouver will intensify its focus on creating fun, challenging, innovative programming that are relevant to the lives and interests of Vancouverites and visitors. Larger and more diverse local, national and international audiences are the goal.

Outcomes

- Vancouverites are more connected to each other, and the community is strengthened.
- People are aware of the key issues facing Vancouver, and involved in their resolution.
- Digital engagement framework supports the needs of the Museum's audiences.
- A collecting plan guides the development of the collection.
- Capacity to track, measure and evaluate program impacts.
- Exceptional customer service.



Goal 3

Increase contributed and earned revenues

The Museum of Vancouver is committed to creating a sustainable museum with a diverse mix of revenues to support its operation. A properly resourced, professional fund development office is key.

Outcomes

- Fundraising capacity throughout the organization.
- Fundraising targets are met.
- Admissions revenues grow.
- Other earned revenues grow.
- The Museum's funding mix is closer to established benchmarks.
- MOV has a surplus.

Goal 4

Strengthen operational and financial capacity

In order to succeed, the Museum must have strong leadership at all levels of the organization. It needs to build a management team, staff, and volunteers that are aligned in the delivery of its vision, mission, and strategic goals.

Outcomes

- Attract and retain a high performing team that delivers on the Museum's mission.
- An effective business planning process is in place.
- Financial management supports efficient allocation of resources.
- Find efficiencies by working with our Vanier Park partners.
- The buildings, facilities, and outdoor spaces at the Vanier Park site are maximized for success.
- An agreement is in place with the City and HRMSC for the co-management of the building.
- MOV has the data and metrics to support business decisions.



Goal 5

Transform the Board

The Museum needs to transform the Board to one that can provide leadership, leverage community connections, and develop the structures and processes to effectively govern the organization.

Outcomes

- Transitional funding and support is secured from the City of Vancouver.
- A multi-year strategic plan is in place to guide the future of the Museum.
- Annual operational plans reflect clear goals and objectives.
- Quarterly and annual results are in line with planned goals and objectives.
- There is a clear process for CEO development and performance review and a defined CEO succession plan.
- The CEO and team reflect all needed competencies and work together effectively as a high performing team.
- The Board is at full strength with an appropriate mix of skills and experiences and a strong pipeline of potential new directors.
- The Museum is financially healthy and has realized its fundraising potential.

Museum of Vancouver

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