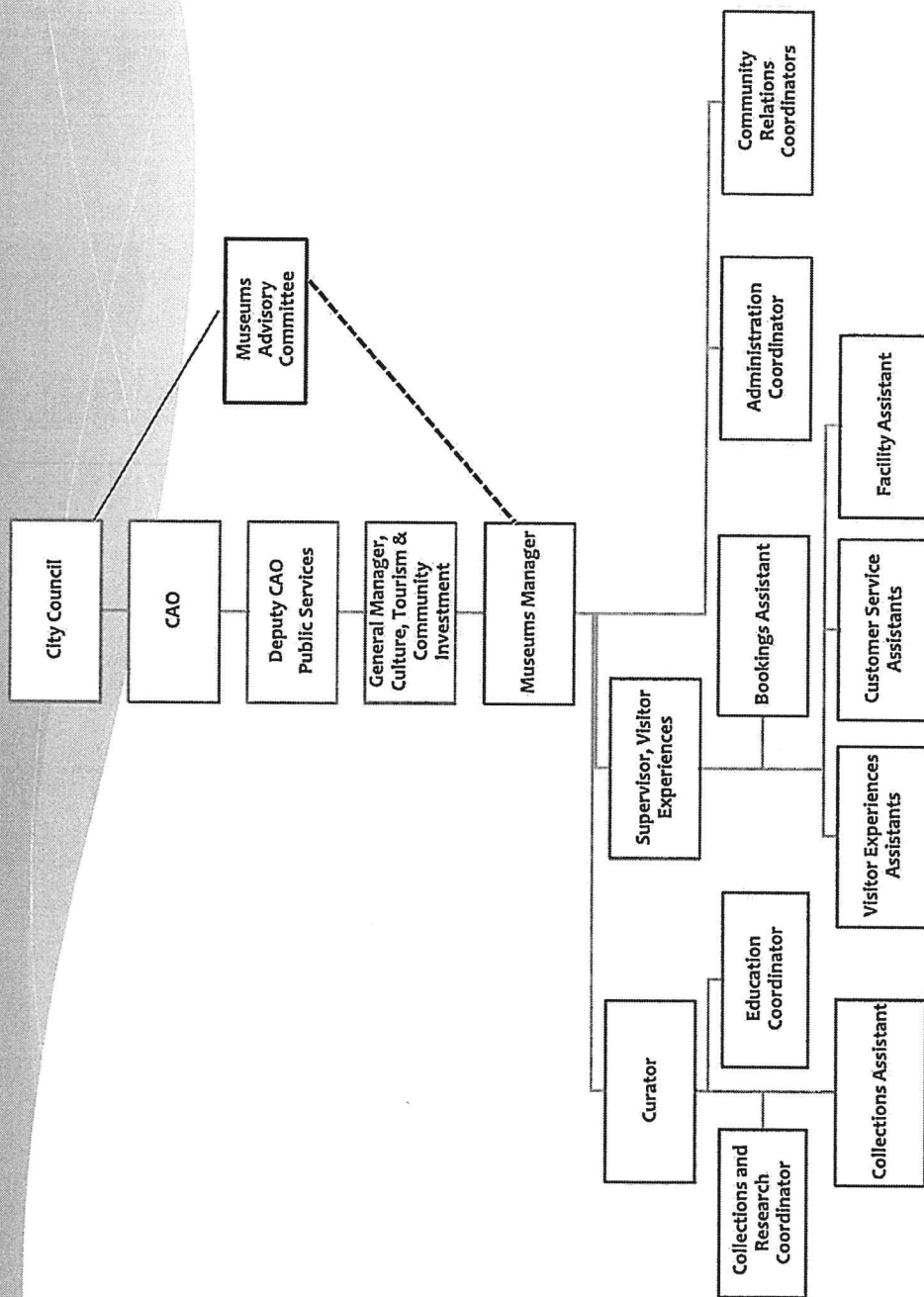


Envisioning Guelph Museums 2017 to 2020

Strategic Operating Plan



Organizational Structure



Vision, Mission and Values

- * We share the vision of the City of Guelph: to be the City that makes a difference... acting locally and globally to improve the lives of residents, the broader community and the world.
- * Our mission as a municipal facility is to help build an exceptional City by providing outstanding service and value.
- * We value integrity, excellence, and wellness.

Core Activities

Guelph Museums will make a difference by:

- * Caring for the artifacts and stories of our community that give people a sense of place
- * Sharing the collection and stories – locally, nationally and internationally – through exhibitions and online access
- * Providing inclusive, accessible, enlightening experiences
- * Nurturing interest and engagement in history and culture
- * Telling a story of national significance at McCrae House
- * Engaging volunteers

FOCUS

Guelph Museums will focus on:

- * **Service excellence** - Achieving quality and showing results
- * **Sustainability** - Managing our resources to achieve maximum public value
- * **Innovation** - Modernizing our services and how we work

Trends and Influences

Reconciliation

Diversity and
inclusion

Shared
authority

Agent of
social change

Flexible use of
collection

Social media
storytelling

Sustainability

Digital natives

Millennials

People matter
most

Shared
experiences

Museum
Hacks

Open data

Happiness

Service Excellence Goal #1: Attract and satisfy diverse audiences

Objectives	Progress and Highlights
a. Increase access to museum experiences by extending admission-by-donation, evening and holiday hours	Done Fourth Fridays, Culture Days, Doors Open After Dark, Complimentary memberships for Children's Foundation
b. Activate interpretation at Locomotive 6167	Done Interpretive signage, events Move to new location in autumn
c. Encourage new and repeat visitation by offering a minimum of three special exhibitions each year, with an emphasis on family-friendly exhibitions between March and August	Done and Ongoing 14 feature exhibitions presented since 2017, plus dozens of case/hallway exhibitions 4 family-friendly – Ripple Effect, Gathering Place, Focusing on Nature, Vibrafusion

Service Excellence Goal #1: Attract and satisfy diverse audiences

Objectives	Progress and Highlights
d. Work with partners to develop programming specific to 55+ audience	Done and ongoing Backyard Theatre matinees History Bites
e. Work with partners to develop programming specific to youth audience	Work in Progress Screening of The Grizzlies and We Matter presentation
f. Introduce History Bites lunch and learn program	Done and ongoing Decolonization - 19 participants Vibrafusion - 10 participants

Service Excellence Goal #2: Deepen audience engagement

Objectives	Progress and Highlights
a. Expand Tiny Tots program to weekly	Done Partnership with EarlyON
b. Work with partners to introduce registered early learners program	Done Partnership with EarlyON
c. Develop and implement History Helps outreach initiative	Done and ongoing Partnerships with Hope House, Marianne's Place, Operation Keep Warm

Sustainability Goal #1: Increase earned revenue

Objectives	Progress and Highlights
a. Strengthen facility rental product and introduce new revenue stream by securing liquor licence and introduce beverage service for rentals	Done Liquor licence secured and bar service offered at events
b. Develop and implement ticket sales strategy for McCrae House theatre and tea programs	Done
c. Complete branding and raise profile of the Hilltop Shop	Work in Progress

Sustainability Goal #2: Increase donations and sponsorships

Objectives	Progress and Highlights
a. Improve donor cultivation and communication by establishing donor database in PastPerfect	Done
b. Initiate stewardship with donors to the Civic Museum campaign	Done and ongoing
c. Develop and implement sponsorship and donations plan	Done and ongoing
d. Launch year-end donor campaign	Done \$6300 in 2018; \$1600 in 2019
e. Raise \$20k in sponsorships and \$30K in donations	Done

Sustainability Goal #3: Improve efficiency

Objectives	Responsibility Target
a. Prepare organization to implement new strategic operating plan by adjusting org. chart	Done
b. Improve knowledge of and communication with constituents by establishing PastPerfect as consolidated database for the organization	Done and Ongoing
c. Streamline facility rental processes	Done

Sustainability Goal #3: Improve efficiency

Objectives	Progress and Highlights
d. Review and update cash management, record management, and privacy policies and practices	Work in Progress
e. Maximize volunteer resources by establishing volunteer coordinator position and revising volunteer practices	Done Volunteer coordination remains shared responsibility; volunteer practices improved
f. Review and update policy manual	Work in Progress

Sustainability Goal #3: Improve efficiency

Objectives	Progress and Highlights
g. Work with community partners to formalize archives protocol	Work in Progress Working with City of Guelph Clerk's Office; Guelph Public Library; University of Guelph Archives

- h. Improve environmental sustainability at museum sites by decreasing carbon footprint and introducing waste diversion initiatives
- Priority for 2020**

Innovation Goal #1:

Establish community partnerships

Objectives	Progress and Highlights
a. Work with First Nations, Metis and Inuit elders to establish programming that contributes to reconciliation	Done and Ongoing Space for Indigenous learning, drumming circles Exhibitions John Galt & the Instant City
b. Seek partnership with newcomer and ESL organizations to develop programming that contributes to newcomer settlement.	Work in Progress To the Gathering Place Exhibition Cultural Access Pass Newcomer passes
Seek partnership with health-focused organizations to develop shared programming that contributes to wellness.	Priority for 2020

Innovation Goal #2: Embrace leading-edge museum practices

Objectives	Progress and Highlights
a. Launch international tour program to commemorate the centenary of John McCrae's passing	Done Successful group tour and commemoration events Doubled down with Galt 240 Scotland delegation
b. Re-invent education program offerings to support shared-authority, inquiry-based learning	Done and Ongoing STEM Week, No Word for Art, John Galt & the Instant City
c. Diversify collection to reflect ethno-cultural composition of Guelph	Work in Progress Collections assessment underway

Innovation Goal #2: Embrace leading-edge museum practices

Objectives	Progress and Highlights
d. Establish Civic Museum as cultural hub – a safe, inspiring space for informed dialogue about challenging community issues	Done and Ongoing Canada 150, Guelph 190 Lectures Newspaper panel discussion Into the Light curator panel
e. Plan for permanent gallery updates at the Civic Museum	Priority for 2020
f. Offer ground-breaking, provocative exhibitions	Done and Ongoing To the Gathering Place Konnón:Kwe B&W and Read All Over Into the Light

Innovation Goal #2: Embrace leading-edge museum practices

Objectives	Progress and Highlights
g. Establish Historian-in-Residence to address knowledge deficits	Done and Ongoing Indigenous Community Relations Coordinator position
h. Increase cultural diversity of staff and volunteer team, as to be reflective of the composition of the community	Work In Progress

Innovation Goal #3: Embrace technology and new media

Objectives	Progress and Highlights
a. Establish public WiFi at the Civic Museum and McCrae House	Done
b. Review and increase use of technology in exhibitions	Done
c. Establish YouTube channel and develop compelling, relevant content.	Work in Progress
d. Incorporate oral history into relevant exhibitions	Done Konnón:Kwe Into the Light

Innovation Goal #3: Embrace technology and new media

Objectives	Progress and Highlights
e. Explore bar-coding technology for gift shop, POS stations, membership visits, and collections	Done Perfect Mind POS
f. Explore large format book scanner for collections	Consider in 2020
g. Improve accessibility to Museum content for people with visual and hearing impairments	Done and Ongoing AODA accessible documents Vibrafusion Feeling Sound, Performing Access