

# PMV Strategic Plan (2018-2023)

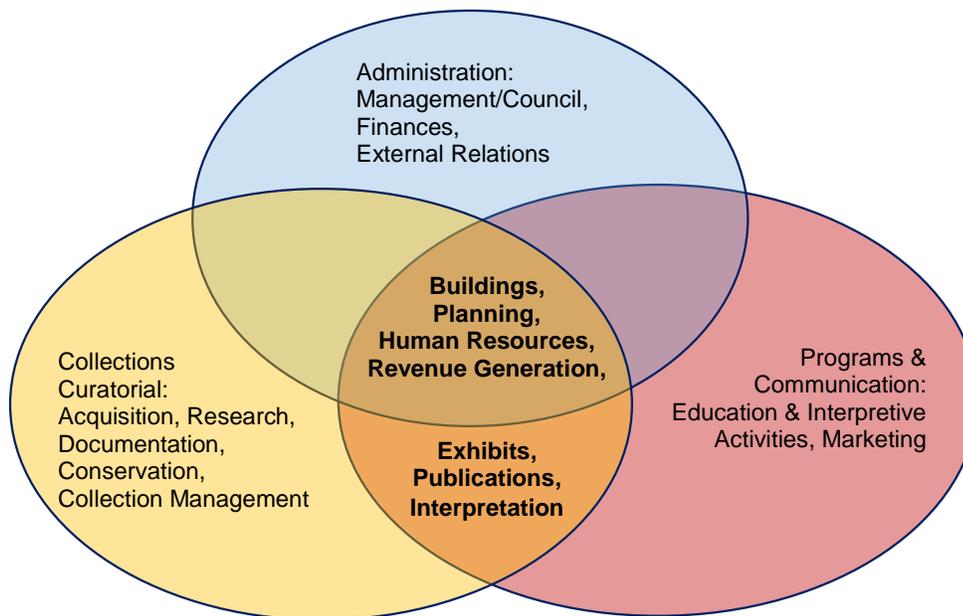


## Introduction

Museums have two responsibilities that are inextricably linked: Collecting/Preserving, and Communicating. Strategic planning aims to keep those in balance<sup>1</sup>.



A museum organization is said to be “in alignment” when all its parts are working toward common goals.



The Pickering Museum Advisory Committee’s Strategic Planning Steering Committee drafted this Strategic Plan after extensive stakeholder consultation. It is a short, succinct document that defines the PMV’s vision, mission, and values, and identifies recommended strategic goals to be accomplished by the end of 2023. Subject to approval, this document will be made accessible to stakeholders and the public. A subsequent Action Plan will be drafted by staff, and will identify by year, museological area, and staff member responsible, the objectives and underlying tasks that will be necessary to reach the recommended strategic goals. The Action Plan will include resource allocations to successfully complete the objectives, and therefore achieve the strategic goals.

<sup>1</sup> The book “The Manual of Strategic Planning for Museums” by Gail Dexter Lord and Kate Markert was used to create this outline.

## Governing Statements

### Vision

Pickering Museum Village will be a community hub where people come together to learn, share stories, and build relationships through progressive, fun, and vibrant experiences.

### Mission

Pickering Museum Village will ignite imaginations through a living history museum that fosters a connection to Pickering by collecting, preserving, and interpreting artifacts and social culture.

### Values

Pickering Museum Village's approach is based on the following values (definition of value is for this document only):

- **Authentic** – The Museum is committed to presenting a venue, programming, and interpretation accurately for the time period depicted.
- **Inclusive** – The Museum is committed to providing diverse, meaningful accessibility to all, whether through language, physical ability, age, etc.
- **Respectful** – The Museum is committed to being purposeful and considerate in the representations of and interactions with, artifacts, the public, volunteers and staff.
- **Unique** – The Museum is committed to creating experiences and learning opportunities that are unique.



## Strategic Plan Overview

The following strategic action priorities (SAP) have been identified for 2018-2023:

**SAP 1:** Preserve artifacts, knowledge, and skills.

**SAP 2:** Build strategic relationships and awareness to raise PMV profile.

**SAP 3:** Deliver accurate and high-quality programming.

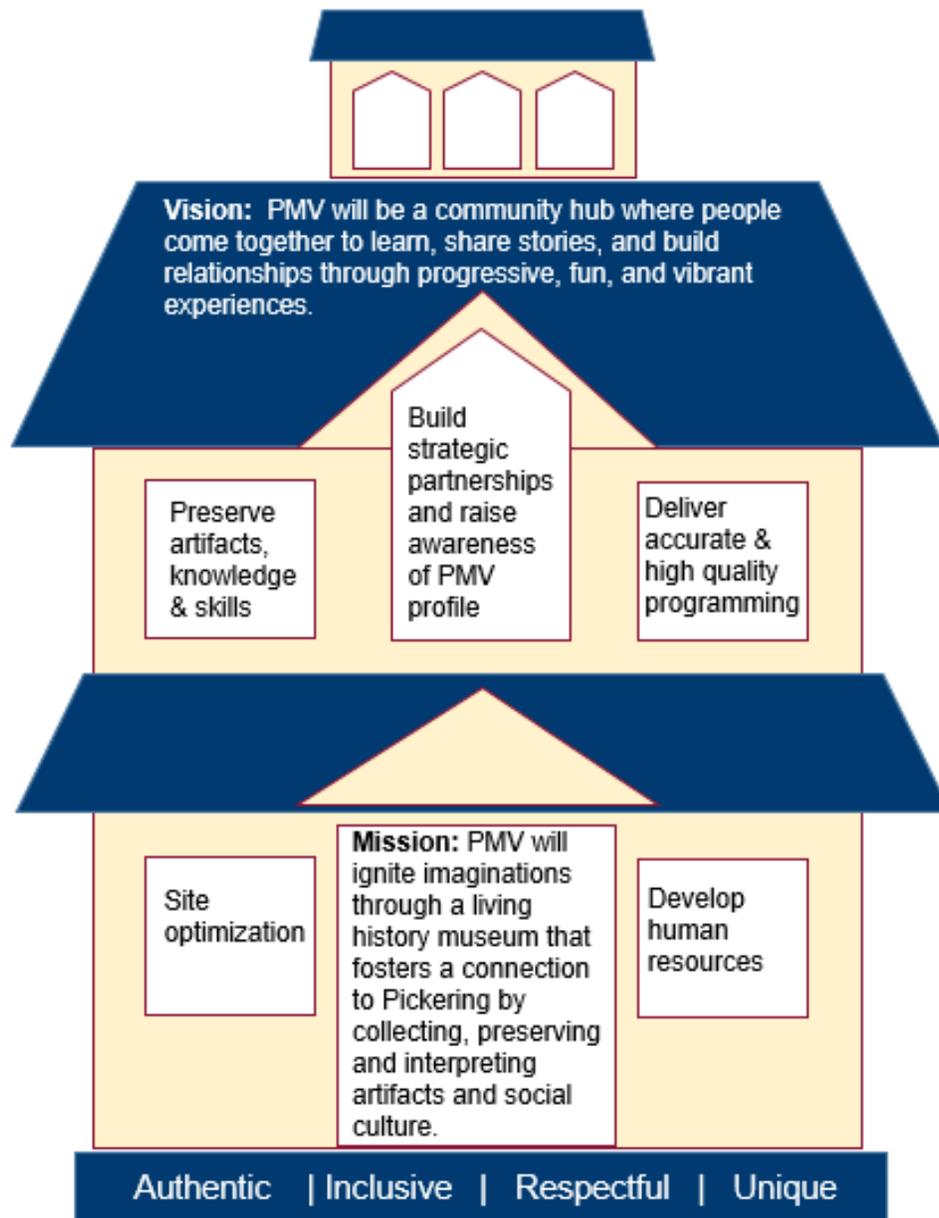
**SAP 4:** Site Optimization.

**SAP 5:** Develop human resources\*

\* Human resources includes staff, volunteers, and outside service providers



The following provides a summary of Pickering Museum Village’s strategic framework:



## Strategic Action Priorities & Key Initiatives Summary

Strategic Action Priority 1 Preserve artifacts, knowledge, and skills	
<b>Definition of Success at 2023</b>	<ul style="list-style-type: none"> <li>Collecting Plan developed and implemented.</li> <li>Establish sustainable funding model.</li> <li>All artifacts appropriately housed on-site, with space for collection growth.</li> <li>Disaster Preparedness Plan drafted and implemented.</li> </ul>
<b>Enablers</b>	<ul style="list-style-type: none"> <li>Accurate and complete artifact inventory.</li> <li>Gap analysis identifying collection development priorities.</li> <li>Secure funding to acquire artifacts, and develop skills and knowledge.</li> <li>Artifact storage spaces with appropriate environmental controls.</li> <li>Accessibility as a cornerstone (e.g. remove physical barriers for persons with disabilities, improve staff resources to allow better public access to the collection, increase open hours, on-line artifact database, etc.).</li> <li>City Heritage Preservation Policy developed and implemented (including Heritage Procedure for Reporting and Protecting Archaeological Discovery).</li> <li>City Heritage Asset Promotion Plan developed and implemented.</li> <li>Inventory of HR skills, gap analysis conducted, and training plan established.</li> <li>Staff time and resources allocated for collections records management (e.g. paid intern, temporary position, Collections Assistant, etc.).</li> <li>Heritage Inventory completed (including gap analysis for built cultural heritage acquisition).</li> <li>Grow partnership with Heritage Pickering, Pickering Township Historical Society, Local History Room (Pickering Public Library) and establish clear collecting and/or acquisition goals between organizations.</li> </ul>



## Strategic Action Priority 3: Deliver accurate and high quality programming

<p><b>Definition of Success at 2023</b></p>	<ul style="list-style-type: none"> <li>• Space-use plan and year-round programming developed and 70% implemented for new Heritage &amp; Community Centre.</li> <li>• A Comprehensive Interpretive Plan is developed, implemented, and reviewed annually.</li> <li>• “Progressive” interpretive techniques are cornerstones to program development (e.g. technology, hands-on, unique interpretive variety, etc.).</li> <li>• Implement a sustainable revenue model for program and service delivery.</li> <li>• Ensure inclusivity is integrated into programming.</li> <li>• Newcomers and residents are engaged and involved.</li> <li>• Programming is evaluated according to clearly defined success measurements.</li> </ul>
<p><b>Enablers</b></p>	<ul style="list-style-type: none"> <li>• Increased/dedicated staff resources to support maintenance, reception, volunteer coordination, heritage programming, bookings, etc.</li> <li>• Dedicated staff and resources to produce a clear process and timeline for programming/interpretation research, development, implementation, and evaluation.</li> <li>• Program criteria established and followed.</li> <li>• Zero-balance programming budget through public revenues, grants, and/or sponsorship</li> <li>• Public input to assist with development (e.g. Welcome Centre).</li> <li>• Investment of external corporate partners (e.g. service developers to partner).</li> <li>• Steering committee established to help implement/develop programming.</li> <li>• Internal and external corporate partners are identified, and strong working relationships are established.</li> <li>• Master Site Use Plan developed.</li> <li>• Communication Engagement Plan to welcome and inform newcomers.</li> </ul>

**Strategic Action Priority 4 Site Optimization**

<p><b>Definition of Success at 2023</b></p>	<ul style="list-style-type: none"> <li>• Comprehensive Site Use Strategy.</li> <li>• Design, construct and open “Heritage &amp; Community Centre” and PMV Site (Phases 1 &amp; 2).</li> <li>• Address parking &amp; site security.</li> <li>• Site way-finding plan developed and implemented.</li> <li>• Site access and connectivity – develop plan and implement (transit and transportation).</li> <li>• Year Round Food Services Strategy developed and implemented.</li> </ul>
<p><b>Enablers</b></p>	<ul style="list-style-type: none"> <li>• Staff resources allocated to capital projects (project management).</li> <li>• Partnership with TRCA to address access issues.</li> <li>• Stakeholder consultations.</li> <li>• Breakdown tasks necessary to prepare for new centre (strategy and time to plan).</li> <li>• Unique and innovative funding strategies (e.g. 1% levy) dedicated to cultural preservation and upgrades.</li> <li>• Staff time and budget resources for signage/way-finding study.</li> <li>• Grand Opening/Ribbon Cutting – Heritage and Community Centre building momentum &amp; celebrating.</li> <li>• Sponsorship/Franchise agreement for food services.</li> </ul>



**Strategic Action Priority #5 Develop human resources**

<p><b>Definition of Success at 2023</b></p>	<ul style="list-style-type: none"> <li>• Organizational chart and job descriptions in place that reflect staffing needs and defines staff roles.</li> <li>• Human Resource Plan developed and implemented in collaboration with appropriate departments (staff, volunteers, committees).</li> <li>• Establish grant writing as integral to staff roles, as applicable.</li> <li>• Functional governance structure (committee/board).</li> <li>• Volunteer Management and Development Plan created and implemented.</li> <li>• Succession planning.</li> </ul>
<p><b>Enablers</b></p>	<ul style="list-style-type: none"> <li>• Dedicated staff resources for:             <ul style="list-style-type: none"> <li>○ Volunteer Plan development</li> <li>○ Grant writing</li> <li>○ Program research, development and implementation.</li> </ul> </li> <li>• Fully develop staffing plan, considering organizational structure, diversification of staff roles, expansion and/or reallocation supported by Council and Senior Management.</li> <li>• Programming models established that pay for staff to deliver programs (internal and external staffing and materials).</li> <li>• Staffing priorities and needs established.</li> <li>• Target grants that move the museum staffing goals forward, rather than making the museum fit the grant.</li> <li>• Investment in staff (training, development, recognition, awards, morale, etc.).</li> </ul>

