

TOWARDS 2025 :

THE ONTARIO MUSEUM ASSOCIATION'S STRATEGIC PLAN

2016 - 2021



ONTARIOMUSEUM
ASSOCIATION
MUSÉES DEL'ONTARIO

BACKGROUND

Since 2013, the Ontario Museum Association has been actively involved in a future visioning project for Ontario's museum sector. Led by a Task Force of museum leaders, supported by the OMA, the work resulted in a forward thinking vision for the sector known as [Ontario's Museums 2025](#). This work was informed by broad consultation with and participation of Ontario's museum sector. The consultations surfaced current issues and trends faced by museums and identified the central role of the Ontario Museum Association in advocating for and supporting the sector.

Concurrent to this work, the province also developed its first Culture Strategy. The OMA reviewed the drafts and submitted its feedback and recommendations to the government throughout Winter 2015/2016 and Spring 2016.

Both documents informed the OMA's strategic planning work. Of note, *Ontario's Museums 2025* was carefully considered by OMA's Council in developing the OMA's own strategic plan for 2016-2021. The resulting strategic plan "*Towards 2025: the Ontario Museum Association's Strategic Plan*" establishes priorities for the OMA to address from *Ontario's Museums 2025*'s 4 themes, 16 outcomes and 10 actions. At the same time, this strategic plan also builds on the current strengths of the OMA, and the important work undertaken as part of the previous plan *Reinforcing Relevance*.

MISSION, VISION AND GUIDING VALUES

MISSION

The Ontario Museum Association strengthens capacity among institutions and individuals active in Ontario's museum sector, facilitates excellence and best practices, and improves the communication and collaboration of its membership. The Association advocates for the important role of Ontario's museums to society, working with all stakeholders, related sectors and industries, and other professional organizations.

VISION

The Ontario Museum Association is the leading professional organization advancing a strong, collaborative and inclusive museum sector that is vital to community life and the well-being of Ontarians.

VALUES

DIVERSITY, INCLUSIVITY & ACCESS

We believe the OMA and our members must engage with the diversity of people and groups represented in our communities, and facilitate access to all areas of museum work, including representation on our governing councils and among our staff.

ADAPTABILITY & EFFICIENCY

We value being timely and effective in all our work, and the ability to respond to new opportunities that will advance the interests of our membership and enhance the position of Ontario's museum sector.

INNOVATION & IMPROVEMENT

We embrace forward thinking, challenging assumptions and considering new approaches. As thought leaders, we seek to provide progressive and inspiring resources and services for the sector, resulting in museums that are recognized locally, nationally and internationally for their work.

COMMUNITY & COLLABORATION

We believe in a united museum sector, and in this work, value the participation and engagement of our members. Our work and the work of our members is improved by meaningful collaboration and partnerships. We also value the pursuit of new relationships and new models of collaboration within the museum sector, the culture sector and with other sectors, industries and businesses.

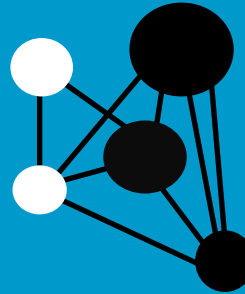
SERVICE EXCELLENCE

We seek to be supportive and responsive to our membership's needs through continuous investment and improvement in the services and resources provided. In our work we will be transparent and accountable.

ADVOCATE



The OMA as champion, creating positive change for museums by proactively positioning and representing museums with stakeholders and funders.



CONVENOR

The OMA as the nexus of a strong network, building a more collaborative, professional and connected sector, through effective communications, and the provision of valuable resources and services.

OUR ROLES



PROFESSIONAL BODY

The OMA as provider of professional development programs fostering continued professionalization of the field. The OMA also advances and provides support for museums in the achievement of internationally-recognized best practices.



THOUGHT LEADER

The OMA as a credible leader that advances the museum sector through research, and the promotion of internationally-recognized best practices and new innovative models of excellence.

OUR GOALS

1. Recommend and develop, in collaboration with members and funders, new museum funding models that are relevant, adequate, equitable, and accountable.
2. Strengthen skills, knowledge, innovation and excellence in museum work.
3. Advance sector position through advocacy, research and stakeholder relations.
4. Ensure the vitality and relevance of the OMA.

1. RECOMMEND AND DEVELOP, IN COLLABORATION WITH MEMBERS AND FUNDERS, NEW MUSEUM FUNDING MODELS THAT ARE RELEVANT, ADEQUATE, EQUITABLE, AND ACCOUNTABLE.

ACTIONS + ACTIVITIES

1.1 REVIEW CURRENT MUSEUM FUNDING MODELS

- a. Undertake an economic impact study which includes an analysis of funding health and economic impact of museums.
- b. Determine baseline financial requirements for museums to be successful and resources needed to achieve standards and practices.
 - i. Research funding models based on best practices and assessment of performance.

1. RECOMMEND AND DEVELOP, IN COLLABORATION WITH MEMBERS AND FUNDERS, NEW MUSEUM FUNDING MODELS THAT ARE RELEVANT, ADEQUATE, EQUITABLE, AND ACCOUNTABLE.

ACTIONS + ACTIVITIES

1.2 ADVOCATE FOR INCREASED CAPITAL AND OPERATING SUPPORT FROM ALL LEVELS OF GOVERNMENT

- a. Continue and expand efforts like [Ontario Museums at Queen's Park](#).
 - i. Engagement with MPPs in ridings on a year round basis.
 - ii. Illustrate and celebrate how investment in museums affects the quality of community life, along with other social impacts and benefits.
- b. Reframe and advance relationship with provincial government.
 - i. Strengthen relationship with MTCS.
 - ii. Develop relationship with Ministries of Health & Long-Term Care, Education, and Municipal Affairs & Housing.
- c. Develop advocacy efforts at the municipal level.
 - i. Work with regional museum networks and members to engage local politicians/municipal leaders.
 - ii. Develop tools, resources, and messages, and provide training for local advisory efforts.

1.3 PROMOTE OPPORTUNITIES FOR PRIVATE SECTOR INVESTMENT BY CORPORATIONS AND BUSINESSES, AND FOR PHILANTHROPIC SUPPORT

- a. Increase profile of museums with private sector and other funders, i.e. community leaders and foundations.

2. STRENGTHEN SKILLS, KNOWLEDGE, INNOVATION AND EXCELLENCE IN MUSEUM WORK.

ACTIONS + ACTIVITIES

2.1 CONTINUE TO PROVIDE ANNUAL CONFERENCE AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES.

- a. Ensure members have access to learning opportunities to support professionals at all stages of their career development.
- b. Explore potential for partnership offerings.

2.2 DEVELOP TOOLS, STRATEGIES AND BEST PRACTICES FOR MUSEUMS TO FACILITATE COMMUNITY PARTICIPATION IN MUSEUM PLANNING AND WORK, AND INCREASE CAPACITY AND EFFECTIVENESS IN ADDRESSING ACCESSIBILITY, DIVERSITY AND INCLUSION.

- a. Continue to develop awareness of and use of [Engaging your Community: A Toolkit for Museums](#).
 - i. Evaluate effectiveness of tool, with results considered and learnings incorporated into future editions.
 - ii. Provide facilitation services to members.
- b. Compiling and reporting on case studies and success stories, emphasizing best practices.
- c. Explore partnerships to develop and deliver related resources, training and professional development opportunities.
- d. Facilities accessibility audits for members.
- e. Create tools to help museums with inclusive recruitment.

2. STRENGTHEN SKILLS, KNOWLEDGE, INNOVATION AND EXCELLENCE IN MUSEUM WORK.

ACTIONS + ACTIVITIES

2.3 IDENTIFY AND PROMOTE TOOLS, STRATEGIES AND BEST PRACTICES FOR MUSEUMS ON USING DIGITAL TECHNOLOGY AND SOCIAL MEDIA TO CREATE CONNECTED NETWORKS AND TO ENABLE PUBLIC ACCESS TO COLLECTIONS, TO PROGRAMS AND RESOURCES, AND TO STAFF.

- a. Continue identifying new technology and initiatives through ongoing consultations with technology-related stakeholders.
 - i. Communicate to membership through webinars and other professional development opportunities.
 - ii. Report on and share case studies and success stories, emphasizing best practices.

2.4 EXPLORE AND FACILITATE A PROVINCE-WIDE COORDINATED APPROACH TO COLLECTING AND ENSURE COLLECTIONS REPRESENT THE DIVERSITY OF ONTARIO.

- a. Consider deaccessioning policies and practices, and opportunities to address duplication on a regional and provincial level
 - i. Focus on areas of importance determined by participating museums.
 - ii. Plan a symposium.
- b. Research and share innovative models and guidelines, to include:
 - i. Targeted collecting.
 - ii. Collaborative exhibits.

2. STRENGTHEN SKILLS, KNOWLEDGE, INNOVATION AND EXCELLENCE IN MUSEUM WORK.

ACTIONS + ACTIVITIES

2.5 CREATE SKILL ACQUISITION OPPORTUNITIES AND ADVOCATE FOR MEANINGFUL EMPLOYMENT THAT ADDRESS THE KNOWLEDGE TRANSFER NEEDED FOR EFFECTIVE SUCCESSION PLANNING.

- a. Advocate for funding of internships in collaboration with sector partners.
- b. Develop leadership training and mentoring program.
 - i. Maintain Conference Connections.
 - ii. Create opportunities for job shadowing.
 - iii. Develop relationship and support work of [GOEMP](#).
 - iv. Develop opportunities and programs to engage individuals from diverse and underrepresented groups.
- c. Connect with universities, colleges and other training programs.

2.6 EXPLORE AND PROMOTE MODELS FOR SHARED RESOURCES, SHARED SPACES, AND SHARED SERVICE DELIVERY, IDENTIFYING POTENTIAL PARTNERS TO BETTER OPTIMIZE THE USE OF RESOURCES.

- a. Consider how to provide advisory and support services for museums on a regional level.
 - i. Consider role of provincial agency museums, and other leading institutions.
- b. Consider innovative cross-sectoral partnerships in sharing spaces and resources, building on ideas like “community hubs”.
- c. Develop models for joint storage and collections care with a focus on shared regional solutions.
- d. Identify and pursue funding sources for this work, and undertake necessary research.

2. STRENGTHEN SKILLS, KNOWLEDGE, INNOVATION AND EXCELLENCE IN MUSEUM WORK.

ACTIONS + ACTIVITIES

2.7 DEVELOP A CULTURE OF PERFORMANCE MEASUREMENT AND BENCHMARKING WHICH CONSIDERS IMPACT AND VALUE, TO ADVANCE MUSEUM PRACTICE IN ONTARIO.

- a. Review current assessment models and evaluation criteria, and their relationship to funding programs.
- b. Engage members in development of sector-defined measures of success that include quantitative and qualitative outcomes.

3. ADVANCE SECTOR POSITION THROUGH ADVOCACY, RESEARCH AND STAKEHOLDER.

ACTIONS + ACTIVITIES

3.1 WORK WITH MEMBERS AND LOCAL GOVERNMENTS AND MUNICIPAL CULTURAL LEADERS TO STRENGTHEN AWARENESS OF SHARED VALUES AND MUNICIPAL SUPPORT FOR MUSEUMS.

- a. Conduct discussions with and build profile of museums with [Association of Municipalities of Ontario](#).
 - i. Consider constituting a group of senior municipal cultural leaders (possibly in partnership with other professional associations) for discussions.
- b. Participate in regional forums with museums, other not-for-profits, and the private sector to promote museums and identify shared interests.
- c. Consider award to recognize outstanding municipal support.
- d. Work with members and Regional Museum Networks to identify resources and develop tools to influence municipal policies affecting museums.

3. ADVANCE SECTOR POSITION THROUGH ADVOCACY, RESEARCH AND STAKEHOLDER.

ACTIONS + ACTIVITIES

3.2 PROVIDE LEADERSHIP ON KEY AND DEVELOPING AREAS OF IMPORTANCE TO MUSEUMS.

- a. Facilitate access to existing research.
- b. Explore partnerships with provincial government, universities, other professional associations and organizations for collection, analysis and reporting of research.
- c. Determine resources and methodology needed for new data collection and ongoing assessment.
 - i. Ongoing review and serialization of [Ontario's Museums 2014 Profile](#).
 - ii. Compiling and reporting on case studies of good social economic projects.

3.3 PROVIDE LEADERSHIP ON KEY AND DEVELOPING AREAS OF IMPORTANCE TO MUSEUMS.

- a. Continue watchdog role on government policies and initiatives affecting the museum sector.
- b. Actively identify, research and monitor key issues and trends outside of the museum sector affecting larger social, economic and political realities.
 - i. Provide resources and guidelines for museums to address emerging issues.
 - ii. Explore new ways of working and organizational models.

3. ENSURE THE VITALITY AND RELEVANCE OF THE OMA.

ACTIONS + ACTIVITIES

4.1 STRENGTHEN GOVERNANCE AND OPERATIONS TO SUPPORT THE STRATEGIC VISION AND ITS IMPLEMENTATION.

- a. Review operations to ensure flexible model, with scalable offerings and services, and high performing professional staff to deliver strategic actions.
- b. Diversify OMA Council and Committees.
- c. Convene and support a Development Task Force, which includes philanthropists and donors to advise and assist the OMA in developing its fundraising efforts.
- d. Develop succession plan for Executive Director and Council.
- e. Consider relationship of regional museum networks to OMA.
 - i. Determine what support is needed and what support can be provided.

4.2 REVIEW MEMBERSHIP CATEGORIES AND BENEFITS TO ENHANCE THE VALUE OF MEMBERSHIP.

- a. Survey membership.
 - i. Explore new benefits, developing new services in response to needs identified.
- b. Consider role of provincial agency museums, and other leading institutions as “partner members” — expertise and resources actively drawn upon for the benefit of full sector.

3. ENSURE THE VITALITY AND RELEVANCE OF THE OMA.

ACTIONS + ACTIVITIES

4.3 DEVELOP AND DIVERSIFY REVENUES.

- a. Undertake review of all current and alternate sources of funding.
 - i. Undertake study and review of fee for service models, with recommendations for the OMA.
- b. Develop and implement a fundraising strategy and plan.
 - i. Consider opportunities for planned giving.
- c. Consider optimizing resources through partnerships with other professional associations to deliver learning and training opportunities.

THANK YOU

**TO THE OMA COUNCIL, STAFF AND ALL THOSE
WHO PARTICIPATED IN THE STRATEGIC
PLANNING PROCESS**