# ONTARIO'S MUSEUMS
## 2025
### STRATEGIC VISION & ACTION PLAN

LOOKING AHEAD TASK FORCE

ONTARIO MUSEUM ASSOCIATION
MUSÉES DE L'ONTARIO

# F→REWORD

Ontario's museums are ready to play a fundamental role in creating dynamic communities and a prosperous knowledge-based economy. Facing massive economic, cultural and social transformations of the 21st century, museums are also uniquely positioned as public organizations to help our communities prepare for, and proactively respond to, these changes.

It is within this context that our group of museum professionals—the Looking Ahead Task Force—came together in summer 2014. We worked closely with the Ontario Museum Association (OMA) to assess the current status of Ontario's museums. We built on the OMA's previous efforts to advance the sector through advocacy, research and professional development.

With this strong foundation, we undertook a broad consultation process. The Task Force would like to thank the many colleagues and stakeholders, who graciously gave of their time in the interviews, participated in the discussions, and completed the surveys.

Founded on this feedback, key aspects of the museum role were reimagined and future directions considered. The result is this **Ontario's Museums 2025: Strategic Vision & Action Plan**.

**Ontario's Museums 2025** calls for sector-led transformation. The time is now to foster a strong, united and relevant museum sector for Ontarians. As a sector, we must seize this real opportunity and maximize on the momentum to build sector capacity and to increase substantively the public value in museums. As a sector, we must present a clear and critical public service — a unique offer that is strengthened and not limited by the diversity of our museums.

Ontario's museums are knowledge institutions. Caring for objects that represent our world and our place within it, Ontario's museums connect people to collections, to information, to ideas and to each other. What museums alone can do best, and what museums need to do better in these challenging times, is to use these connections to advance knowledge, spark innovation and to help create meaning — both on a personal level and for the benefit of society.

Many museums are already doing this important work. As welcoming places, they foster discussion of values and help build social cohesion. These institutions create civic engagement and cultivate innovative thinking — a service that's critical today in meeting societal challenges. These museums act as agents that shape and support community identity and quality of life. Their work is of value to and reflects the changing demographics of their communities. We ask all museums to embrace this vision.

A first for museums in Ontario, **Ontario's Museums 2025** describes a process for concentrated actions in strategic areas to achieve the collective vision. It argues for a renewed relationship with all levels of government and stakeholders, leading to substantive and meaningful support for museums. It proposes a plan for excellence built on innovative ways of working and greater public relevancy for Ontario's museums. It envisions a future where museums are embedded in their communities — on local, provincial, national and international scales. **Ontario's Museums 2025** grounds this work on our unique strengths — museum collections and the information associated with them.

We ask individual museums and the OMA to commit to this plan, to engage in the process and work together strategically to advance our own institutions and the sector. As a sector, we must also embrace critical and ongoing self-assessment in the determination of our success.

In this work we also look to partner with government. Ontario's museums appreciate the support of the Ontario government through the *Ontario Heritage Act*, the Community Museums Operating Grants, the Ontario Arts Council's Public Art Galleries Grants, and other programs. **Ontario's Museums 2025** and the province's own Culture Strategy could provide an opportunity to strengthen this relationship. Moving forward, we ask for innovative collaboration and provincial leadership to leverage the support of other levels of government, the private sector and audiences.

**Ontario's Museums 2025** calls on all museums to be increasingly relevant to all Ontarians. To succeed, Ontario's museums, stakeholders and funders, and all levels of government must participate and work together.

## LOOKING AHEAD TASK FORCE

**Cathy Molloy**
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*National Gallery of Canada (to August 2015)*

Guy Labine
*Science North*

Xerxes Mazda (2015) & Janet Carding (2014)
*Royal Ontario Museum (to September 2015)*

Bill Poole
*Canadian Clay and Glass Gallery*

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## PROJECT TEAM

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**Images (L-R):** *Reading the Talk,* MacLaren Art Centre, Barrie. Photo: Andre Beneteau; *Niagara Falls Community Gallery,* Niagara Falls Museum. Photo: Young Glass Photography; *Creatures of the Abyss,* Science North; *March Break Camp,* Hamilton Museum of Steam and Technology, City of Hamilton; *Museum on Wheels,* The Morris and Sally Justein Heritage Museum. Courtesy of Baycrest; *Pow Wow.* Courtesy of Museum of Ontario Archaeology

# STRATEGIC VISION & ACTION PLAN

The power of museums lies in the relationships between our collections, our spaces, and people — staff, stakeholders, and members of the public — and the experiences that result from these interactions. The museum's public service is defined and realized by the provision of these experiences. In 2025, museum experiences continue to be based on knowledge derived from tangible and intangible collections, and continue to be delivered through exhibitions and various types of programming.

So what needs to change? Museums in 2025 must be more than responsive. **Ontario's Museums 2025** argues for greater quality and depth of engagement with people — our visitors, stakeholders and communities — when considering the types of experiences provided. **Ontario's Museums 2025** presents a future where museums have achieved success by fully embracing the reciprocal nature of these relationships.

Museums should proactively engage with the public and stakeholders to realize fully their potential value to their communities and to society. They need to facilitate active participation by community members and stakeholders in strategic planning and all areas of museum work. They themselves need to be active and beneficial public institutions in their communities.

Given financial realities and sustainability issues, **Ontario's Museums 2025** also asks museums to consider new organizational models that provide for greater public impact. These models should explore new beneficial relationships with various parties, including other collecting institutions (libraries and archives), other cultural organizations, governments, the tourism industry, and other sectors such as health and education. These partnerships should take full advantage of opportunities provided by emerging digital technologies.

Ontario's museums also need to work more collaboratively to determine, realize and measure their collective impact as a sector. Museums in 2025 have torn down walls that previously divided organizations based on collection type, activity type, or operating size. The result is a strong sector with a clear value position, unity based on deeply shared values and collaboration, and the ability to communicate impacts to the public in a meaningful way.

## Ontario's Museums 2025 presents a vision and action plan focusing on:

### VIBRANT & VITAL MUSEUMS

### STRONG & SUCCESSFUL SECTOR

### RELEVANT & MEANINGFUL COLLECTIONS

### EFFECTIVE & COLLABORATIVE WORKFORCE

# VIBRANT & VITAL MUSEUMS

Looking ahead to 2025, Ontario museums play a central role in our overall quality of life and individual sense of well-being. Museums help create sustainable and vibrant communities. They build social cohesion by bringing people together to engage in conversation, build empathy and shared understanding. As an anchor for local identity, museums foster a sense of inclusion and belonging. As social agents, they are embedded in their communities, active in community initiatives and events.

Ontario's museums continue to provide meaningful experiences. As knowledge-based institutions, they enable people to access and use information, and to exchange and create content. Museums of 2025 use digital technology and social media to communicate effectively, to reach new audiences and to extend their impacts. Museum space is accessible, inclusive, innovative and dynamic, allowing for a wider range of public activities and services.

## Vision 2025

Museums are relevant to contemporary society in Ontario. They engage their communities, stakeholders, and the public in developing and delivering their work. Museums provide welcoming spaces for rich layered experiences and opportunities for lifelong learning.

## Outcomes

**1. Better contribute to the well-being and health of our communities.**
Museums understand the needs and issues of the environments in which they operate, and they position their work to be relevant and of public benefit. Museums help communities address complex issues, facilitate debate and understanding, and develop innovative solutions. Museums empower people, fostering active and informed citizenship.

**2. Enhance opportunities for Ontarians, stakeholders and visitors to participate in, and contribute to, the museum experience.**
Museums value the important role of their communities, the public, and their stakeholders in developing and delivering their work. In 2025, they engage with individuals and communities in identifying needs and in delivering services. Museums fully explore the benefits of co-creation and co-production.

**3. Provide dynamic learning opportunities and experiences.**
Exhibitions, public programs and other museum offerings are timely and engaging. In 2025, these offerings comprise a quality experience for visitors and users. These experiences are a valuable part of Ontario's lifelong learning system. Museums provide innovative spaces and learning opportunities for skills and knowledge development to people of all ages. Partnering with the education sector, they are a major provider of formal learning opportunities and education services for elementary and secondary students.

**4. Provide accessible and inspiring spaces for our communities, the public and visitors.**
In 2025, museums are public spaces that are broadly accessible, both onsite and online. Museums are used by different groups with differing abilities and interests. Facilities are welcoming spaces for gathering, reflection and discussion, whether for leisure or learning for the public, whether as visitors, event participants, members or volunteers.

**5. Ensure museum work is relevant to our changing and demographically diverse population.**
Museums understand the demographics of their communities in 2025. Museums consider people of different backgrounds, different ages, and different income levels within their communities, and commit to ongoing consultation with, and participation of, these groups in developing and delivering museum work.

## How are we going to get there?

Develop tools, strategies and best practices for museums to consult with their communities and facilitate community participation in museum planning and work.
- Determine commonalities between sites that are connecting with their community.
- Empower and support museums in developing messages to raise community awareness.

Develop tools, strategies and best practices for museums to use digital technology and social media to create connected networks and to enable public access to collections, to programs and resources, and to staff.

Develop tools, strategies and best practices for museums to increase capacity and effectiveness in addressing accessibility, diversity and inclusion.
*NOTE: Museums need to consider the demographic profile of their own communities, however defined, when identifying their specific target groups.*

- Communicate best practices on how to effectively engage youth (15-24) and seniors (60+).
- Build awareness and support diversity in the workplace so that museum staff and members of the museum's governing authority represent the diversity of the communities and population being served.
- Collaborate and partner with other professional associations and groups (cultural and not-for-profit sectors) to identify best practice examples, develop workshops, and create tools to help museums with inclusive recruitment, and in identifying and meeting needs of currently underserved groups.

# RELEVANT & MEANINGFUL COLLECTIONS

Looking ahead to 2025, museum collections and our heritage buildings continue to be central assets. Ontario's museums consider new and innovative models for the care, development and use of the collections.

At an institutional level, museums have moved away from broad generic collections to be held in perpetuity, and instead collection policies and practices emphasize strategic collecting. On a sector level, museums engage in discussions on a coordinated approach to collecting, which addresses overlaps, duplication and gaps through both the acquisition and deaccession processes.

As public stewards, museums continue to provide professional standards of care for the collections, both tangible and intangible, that they hold in public trust. These collections belong to the public, and as such, Ontario's museums in 2025 work together to increase public access to and use of collections.

## Vision 2025

Museums care for and develop collections for the public benefit. Museums enhance public access to, and interpretation of, collections to enable people to make meaning of their place in society.

## Outcomes

**1. Care for collections in a coordinated way.**
Museums in 2025 are good stewards of collections and buildings that are held in public trust. Museums explore opportunities to optimize resources to provide as high a standard of collection care (including conservation) as possible. In defining these standards of care, museums also need to consider the public benefit.

**2. Explore new models for developing tangible and intangible collections.**
Museums will collect based on sustainable and strategic models. Collections in 2025 reflect the diversity of people's experiences and expressions. Digital technology is used to inform the collecting process, including the identification of gaps and duplication.

**3. Enhance public access to collections.**
In 2025, museums work together to ensure thorough knowledge of the range and significance of collections held by individual institutions throughout the province. Collections are used to inform discussions and promote public understanding of contemporary issues and environmental sustainability. Museums explore creative ways and use digital technologies to facilitate not only public access to but also public use of collections.

## How are we going to get there?

**Develop a province-wide coordinated approach to collecting and ensure collections represent the diversity of Ontario.**
- Focus on areas of importance (e.g. gaps in collections) determined by participating museums or groups of museums.
- Consider new models for ownership and stewardship.
- Consider deaccessioning policies and practices, and opportunities to address duplication on a regional and provincial level.

**Develop models for shared spaces, shared service delivery and shared resources, identifying potential partners to better optimize the use of resources.**
- Consider a shared database of records that is broadly accessible, allowing for identification of gaps/duplications, facilitating exchanges and collaborations, including loans.
- Develop models for joint storage and collections care with a focus on shared regional solutions.

# STRONG & SUCCESSFUL SECTOR

Looking ahead to 2025, Ontario's museums are important contributors to an innovative, knowledge-based economy. Working with partners within the cultural sector, those in government and other relevant sectors and industries, Ontario's museums help develop the skills and attributes needed for economic growth and for individual success. As place-based experiences, Ontario's museums are important drivers in cultural tourism. Ontario's museums are among the main players in community-based cultural planning and development; they help create dynamic communities of choice.

In 2025, museums have considered new operating models, and pursued innovative approaches to increase revenue generation. Ontario's museums in 2025 benefit from strong relationships and partnerships with the private sector and with other organizations. These relationships are key to sustained relevance. Furthermore, museum operations are robust and nimble; resources are available to respond to changing needs and interests.

## Vision 2025

Ontario's museums contribute to growing our local, provincial and national economies. They collaborate and partner within the museum and cultural sector, and with other sectors. Museums operate with robust and relevant funding models based on the support of government, other not-for-profits, and private-sector partners. They manage their operations, buildings and collections in a sustainable and effective manner.

## Outcomes

**1. Better contribute to community building through a knowledge-based economy, cultural tourism, and community revitalization.**
In 2025, museums are a key driver of a new knowledge-based economy. Museums not only provide access to and facilitate information sharing, they are innovators, active in new research and the creation of knowledge. Museums can help a community distinguish itself, providing a strong sense of local identity, and creating an engaged vibrant community where people want to live, work and play.

**2. Develop new funding models, working with all levels of government and partners, so that museums can effectively manage their operations and provide relevant services for their communities.**
In 2025, museums operate with a relevant base of local and provincial government funding, recognizing their contribution to Ontario's social and economic well-being. Government also considers the museum's public trust role with respect to appropriate funding support for ongoing asset management and collections care. Project funding is developed in consultation with the museum sector, so that it reflects funder priorities, as well as advancing museums in their work with their communities. Using this solid core of government funding as leverage, museums have strong support from private sector and not-for-profit funders.

**3. Promote Ontario's museums, creating a strong awareness of the role of museums and their contributions to Ontario's communities.**
Museums work together in 2025 to build public awareness and support for museums. Museums are seen as a valuable and necessary resource by funders and by the general public – both users and non-users. The public supports public funding of museums, and is aware of museum work in their local communities.

**4. Build greater collaboration and increase partnerships within the museum sector, within the culture sector, and with other sectors.**
Museums work together in 2025 to consider all opportunities for expanding their impact and operating more effectively. Museums pursue innovative partnerships with stakeholders and other relevant groups (e.g. social services) to deliver their work. Museums are also sought out and valued as partners by the tourism, education and health sectors.

## How are we going to get there?

**Develop models for shared spaces, shared service delivery and shared resources, identifying potential partners to better optimize the use of resources.**

- Consider new relationships of large museums and small museums.
- Consider how to provide advisory services for museums with a focus on shared regional solutions.
- Consider innovative partnerships with the private sector in sharing spaces and resources, building on ideas like "community hubs".

**Renew current museum funding models and recommend new funding strategy.**

- Determine baseline requirements for museums to be successful and resources needed to achieve best practices – including capital maintenance and renewal funding needs.
- Develop opportunities for private sector investment by corporations and businesses, and for philanthropic support.

**Work with local governments and municipal cultural leaders to foster awareness of shared values and municipal support for museums.**

- Conduct discussions with Association of Municipalities of Ontario, Ministry of Tourism, Culture and Sport, and Ministry of Municipal Affairs and Housing as to the importance of the municipal role.
- Consider constituting a group of senior municipal cultural leaders for discussions.
- Develop resources to support local advocacy efforts, with the involvement and support of regional museum networks and the OMA.
- Undertake regional forums with museums, other not-for-profits, and the private sector to promote museums and identify shared interests.

**Develop a public awareness and marketing campaign.**

- Illustrate and celebrate how investment in museums affects the quality of community life, along with other social impacts and benefits.
- Consider thematic opportunities to showcase collections across the province, and to foster public understanding of the importance of collections.
- Increase profile with private sector and other funders, i.e. community leaders and foundations, and identify champions/supporters to advocate with and for museums.

# EFFECTIVE & COLLABORATIVE WORKFORCE

Looking ahead to 2025, museums operate with relevant and skilled staff contingents. Remuneration reflects the education and specificity of skills and knowledge needed to be an effective museum professional. Volunteers continue to be critical to the museum workforce.

In 2025, the sector operates within a culture that embraces professionalism, outcome-based evaluation and self-assessment. Museums demonstrate their relevance and effectiveness to funders, stakeholders and the public.

Programs and services are in place to foster innovation and leadership. Meaningful and rewarding opportunities are available for emerging museum professionals who demonstrate initiative and talent. Academic and training programs reflect the knowledge needed to be effective in the sector, including literacy in cultural and financial management, and provide for ongoing skill development. There is also a stronger relationship between the number of graduates of these programs and the number of positions within the sector, both current vacancies as well as projections for growth.

## Vision 2025

Museums can demonstrate the impact of their work on Ontario's economy, and its social and cultural vitality. They communicate their value to their communities and to Ontarians. Museum workers are recognized as highly skilled and dedicated professionals.

## Outcomes

**1. Develop and implement an ongoing research framework to facilitate museum work and to demonstrate the social and economic impact of Ontario's museums.**
Research is a key factor in capacity building for the sector. Based on timely research, individual museums of 2025 are more effective in addressing their own economic and political environments. Working together, the museum sector uses research to create strategies to engage with its funders and promote itself to the public. In addition, the province works with museums to ensure information collected for funding programs is open, accessible and reported back to the sector. Working with government, data and research is used to advance mutual interests and build innovative models and approaches.

**2. Develop benchmarks and performance indicators for Ontario's museum sector to foster excellence and relevance in museum work.**
Museums embrace a culture of assessment and evaluation in 2025. Results are used to foster transparency and public accountability, leading to and fostering ongoing support for public funding of museums.

**3. Work towards effective human resource models that build leadership, foster innovation and support professional development.**
Museums work together to develop and foster leadership, and to provide meaningful and rewarding employment and volunteer opportunities. New models for volunteering are developed that address shifts in volunteering patterns and the aging demographics of volunteers.

**4. Consider new relationships among museums, the Ontario Museum Association, regional museum networks and museum studies programs.**
Museums strategically work together in 2025 to advance the sector, and pursue opportunities to foster appreciation for museum professionals, decent work conditions, balanced workloads, and renumeration.

*"Museums should incorporate research and evaluation into their activities – beyond measuring attendance numbers and admission income. Perhaps museums across Ontario can adopt the "Generic Social Outcomes", well-being scale or similar framework. A consistency across museums might add to the weight of the findings."*
*- Interviewee*

## How are we going to get there?

**Create research capacity that draws from existing research but also identifies new research needed to make a case for museums.**

- Undertake study on current economic impact of Ontario's museums and determine strategic areas for future development.
- Determine methodology and resources needed for new data collection and ongoing assessment.
- Explore partnerships with provincial government, universities and other professional associations for collection, analysis and reporting of research.

**Create meaningful employment and skill acquisition opportunities, and address the knowledge transfer needed for effective succession planning.**

- Consider a pilot employment program that would create a bridge to help recent graduates transition to emerging professionals.
- Consider development of formal mentoring programs.

**Develop tools, strategies and best practices for museums to increase capacity and effectiveness in addressing accessibility, diversity and inclusion.**

- Build awareness and support diversity in the workplace so that museum staff and members of the museum's governing authority represent the diversity of the communities and population being served.
- Collaborate and partner with other professional associations and groups (cultural and not-for-profit sectors) to identify best practice examples, develop workshops, and create tools to help museums with inclusive recruitment.

# LOOKING AHEAD:
## BUILDING PUBLIC VALUE THROUGH INNOVATIVE COLLABORATION

Is this the century of museums? It could be – now more than ever. Museums can be knowledge powerhouses, serving as bedrock institutions that support green economies built on ideas, innovation and creativity. Museums can be places of experiences that transform people's lives and in turn the way people engage with their communities. Museums can be integral to society.

How do we get there? With careful planning, innovative thinking, risk-taking, greater collaboration and partnership, and commitment – and we do so strategically building up in stages. **Ontario's Museums 2025** is the first necessary mile. Let's begin, with the sector, government, stakeholders and the public coming together on this journey.

← STRONG & SUCCESSFUL SECTOR →

← RELEVANT & MEANINGFUL COLLECTIONS →

**Ontario's museums are key social agents–pivotal to the success, health and wellbeing of Ontario's communities.**

- Working together, the OMA and Ontario's museums will develop strategies to improve the accessibility of Ontario's museums, to foster greater community participation, and to create inclusive spaces that are valued by all, particularly underserved groups.
- To deliver excellence in these areas, museums will implement best practices from the cultural sector, and be inspired by innovative examples from other sectors and industries.
- The OMA and Ontario's museums will develop tools and explore partnerships to increase the participation of Ontario's diverse communities.
- Museums will engage digital technologies to foster these new relationships, and create immersive and dynamic experiences for onsite and online visitors.

**Museums are essential stewards of Ontario's collections, held in public trust.**

- Current collections will be reviewed, and work undertaken towards new and inclusive collecting models that better address the lived experiences, creative aspirations and histories of all those who have lived and worked here, for example, indigenous peoples, ethnocultural groups, women, and new Canadians.
- Benefitting from new technologies and resources, a province-wide coordinated approach to collecting should be adopted. Results will link Ontario's museums, facilitating the sharing of information and optimizing resources for the care and management of collections for increased public access, value and use. This can only be realized through the collaboration of the OMA, the Province, and museums.

**Museums are an important part of Ontario's multi-faceted economy, building communities and creating jobs and opportunities for Ontarians.**

- A renewed relationship with governments at all levels is sought. A new framework is needed, built on shared priorities with a new funding model that is equitable, accountable, responsive and transparent.
- Strong funding support is needed throughout all of Ontario's municipalities that includes appropriate allocations from municipal programs, services and investments.
- On the provincial level, strong leadership is needed to better leverage investments in education, municipalities and tourism.
- All levels of government are encouraged to address museum infrastructure, including plans for ongoing maintenance needs, and opportunities to facilitate community work through shared spaces and service delivery.
- Museums will strengthen relationships with the private sector so that museums are valued as partners for investment by corporations and businesses, and are desired recipients of philanthropic support.
- Museums will further optimize resources through new operating models that include strengthened partnerships. Through effective collaborations, museums will embrace opportunities for cost-efficiencies including those offered by digital technologies.

**From volunteers to recent graduates to established leaders, the museum workforce includes a spectrum of passionate individuals.**

- In building an innovative, knowledge-based economy, we encourage the Province to develop labour strategies that will provide meaningful and well-compensated employment and skill acquisition opportunities for recent graduates and emerging professionals in the culture sector.
- Access to relevant data or "evidence" is needed to increase public value and the economic and sociocultural impact of museums on provincial life. Working collaboratively, all levels of government and the OMA could collect, analyze and report on available and new data, enabling an ongoing assessment of sector successes and challenges for strategic decision-making and planning.
- Aligned with the principles of the Open Data Initiative, we urge the Province to make available and accessible information it currently collects on the museum sector.
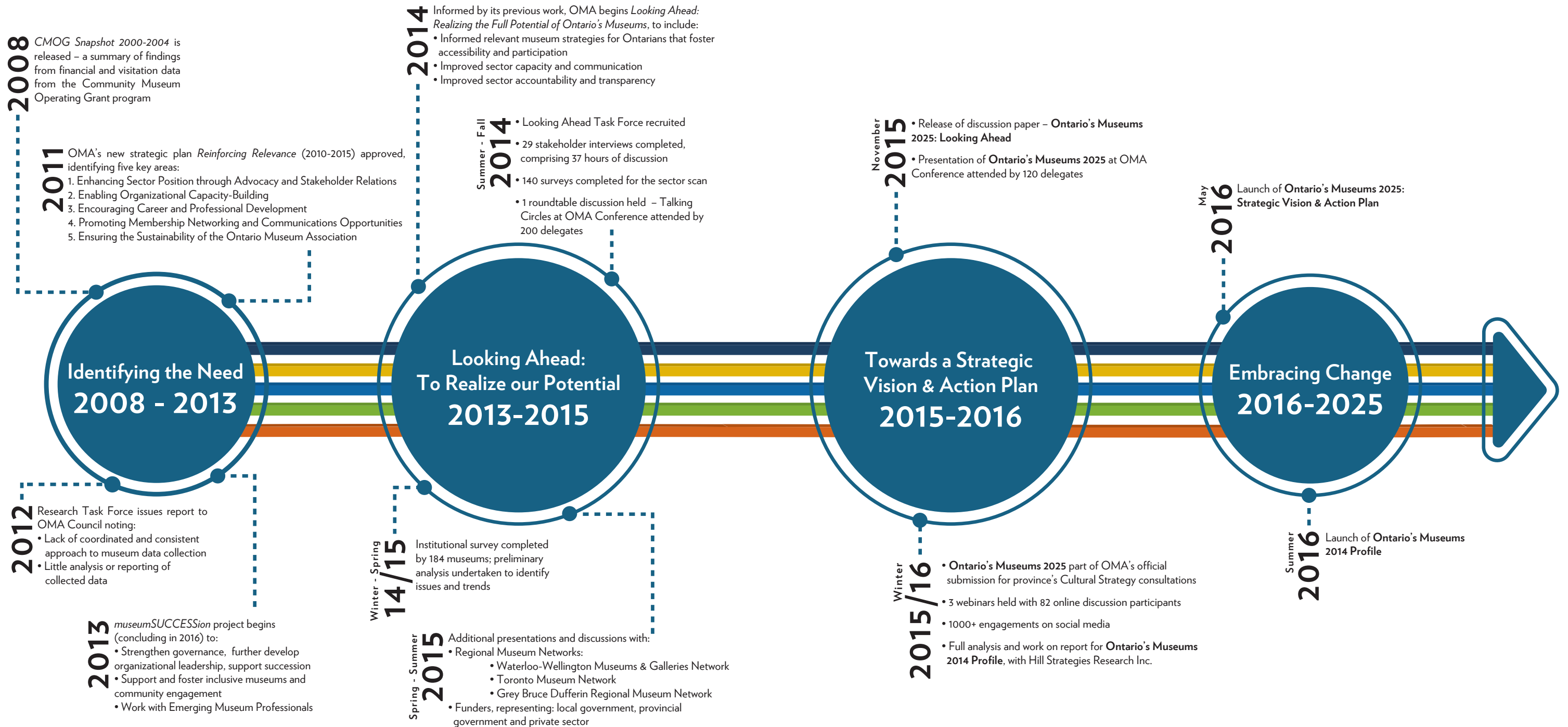
← EFFECTIVE & COLLABORATIVE WORKFORCE →

← VIBRANT & VITAL MUSEUMS →

# ACTION PLAN

The Looking Ahead Task Force considered a phased approach to implement the strategic vision and action plan, recognizing the challenges of current workloads and limited resources. Considering the feedback received, we recommend targeting our efforts on the following key actions over the next ten years.

To be successful in 2025, Ontario's museums will require the active and collaborative participation from the Ontario Museum Association, the Government of Ontario, local governments, museum stakeholders and museum professionals and volunteers.

Develop tools, strategies and best practices for museums to consult with their communities and **facilitate community participation** in museum planning and work.

Develop 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.

Develop tools, strategies and best practices for museums to increase capacity and effectiveness in **addressing accessibility, diversity and inclusion**.

**Create research capacity** that draws from existing research but also identifies new research needed to make a case for museums.

Create meaningful **employment and skill acquisition opportunities**, and address the knowledge transfer needed for effective succession planning.

## Vibrant & Vital Museums

## Relevant & Meaningful Collections

## Effective & Collaborative Workforce

## Strong & Successful Sector

- Ontario Museum Association
- Ontario's Museums
- Government(s)
- Private Sector

Develop a **province-wide coordinated approach to collecting** and ensure collections represent the diversity of Ontario.

Develop models for **shared spaces, shared service delivery and shared resources**, identifying potential partners to better optimize the use of resources.

Work with local governments and municipal cultural leaders to foster awareness of shared values and **municipal support for museums**.

Renew current museum funding models and recommend **new funding strategy**.

Develop a **public awareness and marketing campaign**.

# THE PROCESS

**2008**
*CMOG Snapshot 2000-2004* is released – a summary of findings from financial and visitation data from the Community Museum Operating Grant program

**2011**
OMA's new strategic plan *Reinforcing Relevance* (2010-2015) approved, identifying five key areas:
1. Enhancing Sector Position through Advocacy and Stakeholder Relations
2. Enabling Organizational Capacity-Building
3. Encouraging Career and Professional Development
4. Promoting Membership Networking and Communications Opportunities
5. Ensuring the Sustainability of the Ontario Museum Association

**2012**
Research Task Force issues report to OMA Council noting:
• Lack of coordinated and consistent approach to museum data collection
• Little analysis or reporting of collected data

**2013**
*museumSUCCESSion* project begins (concluding in 2016) to:
• Strengthen governance, further develop organizational leadership, support succession
• Support and foster inclusive museums and community engagement
• Work with Emerging Museum Professionals

**2014**
Informed by its previous work, OMA begins *Looking Ahead: Realizing the Full Potential of Ontario's Museums*, to include:
• Informed relevant museum strategies for Ontarians that foster accessibility and participation
• Improved sector capacity and communication
• Improved sector accountability and transparency

**Summer - Fall 2014**
• Looking Ahead Task Force recruited
• 29 stakeholder interviews completed, comprising 37 hours of discussion
• 140 surveys completed for the sector scan
• 1 roundtable discussion held – Talking Circles at OMA Conference attended by 200 delegates

**Winter - Spring 14/15**
Institutional survey completed by 184 museums; preliminary analysis undertaken to identify issues and trends

**Spring - Summer 2015**
Additional presentations and discussions with:
• Regional Museum Networks:
  • Waterloo-Wellington Museums & Galleries Network
  • Toronto Museum Network
  • Grey Bruce Dufferin Regional Museum Network
• Funders, representing: local government, provincial government and private sector

**November 2015**
• Release of discussion paper – **Ontario's Museums 2025: Looking Ahead**
• Presentation of **Ontario's Museums 2025** at OMA Conference attended by 120 delegates

**Winter 2015/16**
• **Ontario's Museums 2025** part of OMA's official submission for province's Cultural Strategy consultations
• 3 webinars held with 82 online discussion participants
• 1000+ engagements on social media
• Full analysis and work on report for **Ontario's Museums 2014 Profile**, with Hill Strategies Research Inc.

**May 2016**
Launch of **Ontario's Museums 2025: Strategic Vision & Action Plan**

**Summer 2016**
Launch of **Ontario's Museums 2014 Profile**

## Identifying the Need 2008 - 2013

## Looking Ahead: To Realize our Potential 2013-2015

## Towards a Strategic Vision & Action Plan 2015-2016

## Embracing Change 2016-2025

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*How will you make Ontario's Museums 2025 your reality? Let us know at:*

www.facebook.com/museumsontario or tweet #ONmuseums2025

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