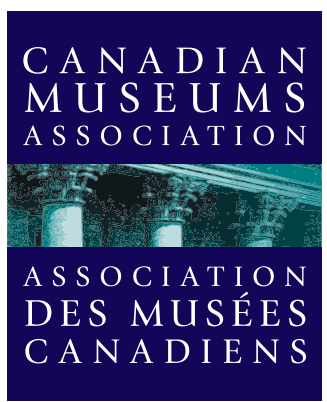


governance transparency changing landscape
focus plan collaboration leading analysis encourage society engage
values CMA value progress funds
Strategic Plan
2015-2018
networking evaluation expertise progress funds
change surveys interviews progress funds
connections communities
consultation
critical thinking



Preamble

The Canadian Museums Association is pleased to share its new Strategic Plan with you. Museums are an important part of the fabric of our country and we hope this plan reflects the changing landscape of Canada's museum community and the growing role and impact of our heritage institutions. As we look ahead to the next three years, the Board of Directors and staff of the CMA remain committed to four guiding principles:

- ▶ **engaging the membership** by recognizing expertise and creating effective forums for exchange;
- ▶ being the **leading advocate** for the museum sector and championing the success of our sector;
- ▶ practicing the highest level of **governance** so as to ensure the broadest representation of the museum sector; and
- ▶ building and sustaining mutually beneficial **partnerships** with like-minded organizations, whether local, regional, national or international.

Strategic Plan 2015-2018 builds on CMA's tradition and value of communicating its directions and priorities to members, partners and friends.

We hope you will join us in embracing this new vision for Canada's museum community.

changing landscape

Our Process

The CMA implemented a thorough review and consultation process to guide us towards the creation of a new multi-year strategic plan that reflects Canada's changing museum landscape and the Association's role within it. The process included: focus group sessions and interviews with members and stakeholders; environmental and situational analysis and evaluations with staff and Board members, as well as strategic surveys sent to members, non-members and partners.

We would like to thank all those who have participated in the process, and especially members of the Planning Committee Nancy Noble (Chair), Joanne DiCosimo, Gerry Osmond, John McAvity, Audrey Vermette and Sue Lamothe. The CMA Board participated throughout. Judy Wolfe of Consulting Matrix facilitated the process.

consultation
interviews
analysis
evaluation
surveys

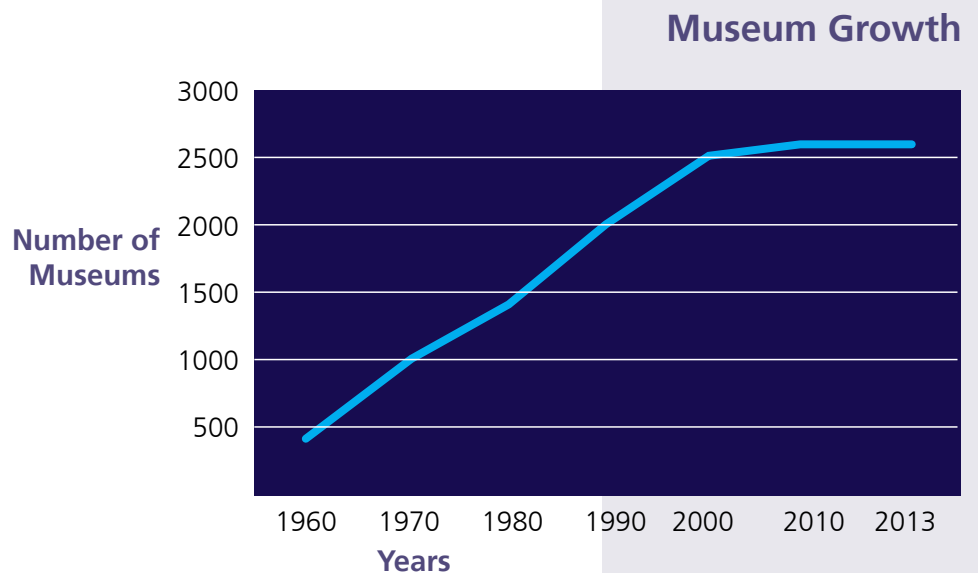
Context

A Period of Unprecedented Change

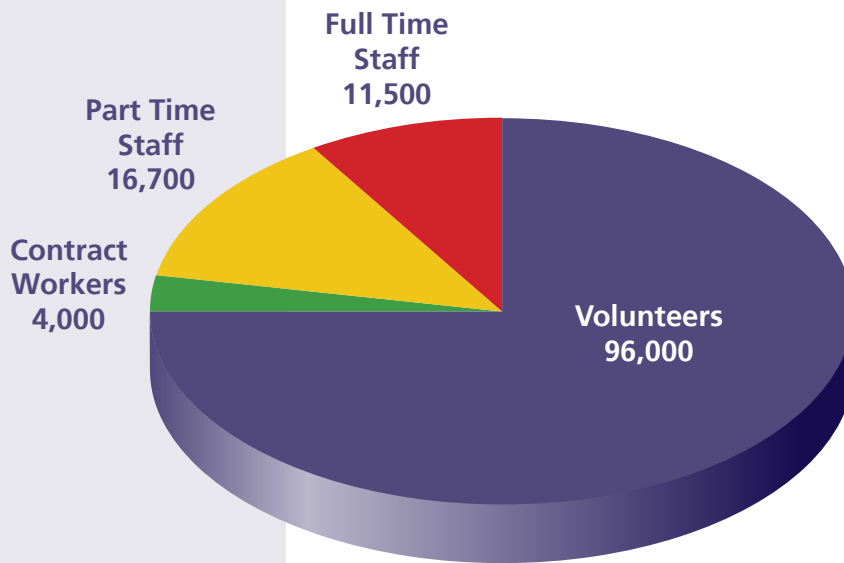
We have seen tremendous progress in Canada's museum sector in the last decade, and the coming years will further bring significant change. Institutions will merge; some will close; a few will open. Museum mandates will be better refined, while deaccessioning will increase. Governments will face increased financial pressures to deal with mounting debt and increased demands. The face of Canada will continue to change as our society undergoes demographic changes and new ways of working emerge.

The role of the museum will continue its transformation from 'owner' to 'steward' of cultural property. Museums will make their collections and spaces accessible in new ways. The museum sector will see an increased leadership role from First Nations. The public will look to museums as trusted, respected, public forums. In this context, museums will need to be even more engaged and relevant to their communities.

As museums as institutions change, so will the organizational structure see some transformation. The skills needed to work in the museum sector will evolve to encompass a wide range of new technologies; the digital world creates both possibilities and enormous challenges for museums. Technologies will continue to enable our diverse, highly educated workforce to be well connected, with each other, with audiences, and across the CMA.



Employment

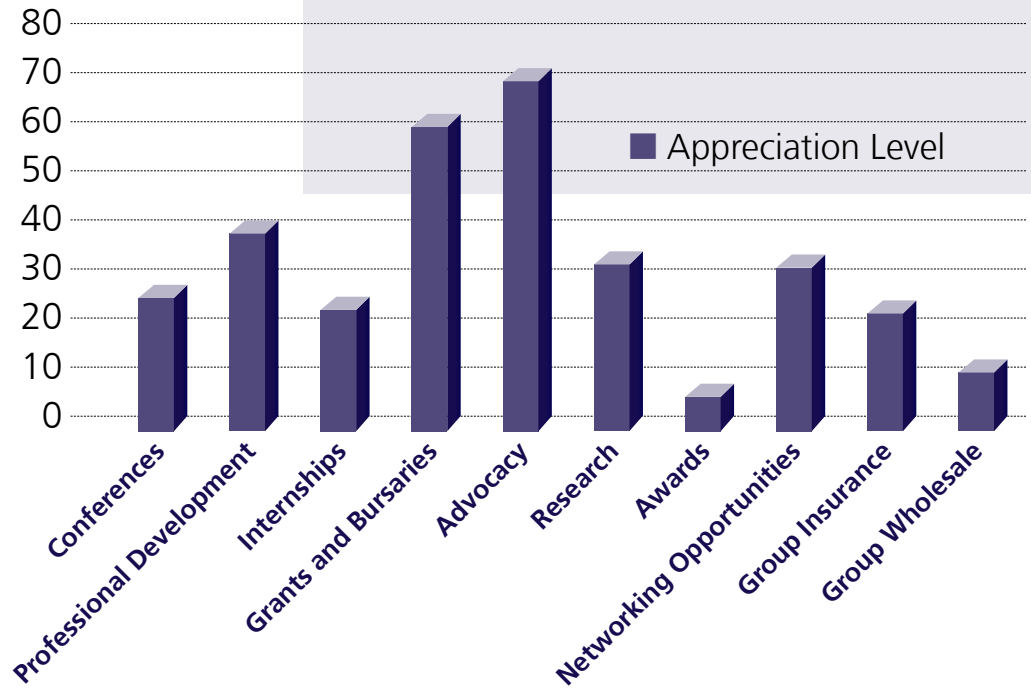


Changes in the workplace culture will occur; long-term employment will decline in the sector, and more people will work on contract and on specific projects. Museum experts will manage their own careers. While we face the possibility of losing a great deal of expertise within the sector, this is also an opportunity for young professionals to develop a more entrepreneurial spirit, and institute greater openness and transparency. Museum professionals will work closely with the community to create value. Public relations and fundraising will become part of everyone's responsibilities.

As the people who visit and volunteer at museums are typically over 65, we expect to see an increase in the number of people visiting, engaging with and volunteering at museums as the baby boom generation reaches retirement.

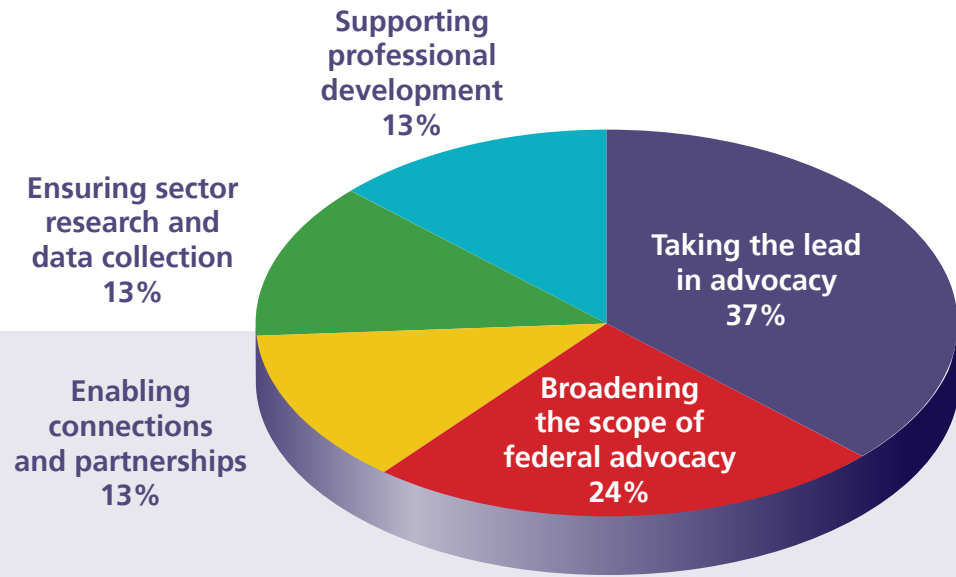
Canadian society will continue to experience major shifts, whether they be political, environmental, economical or cultural; museums will play an ever-increasing role in engaging communities to stimulate learning, foster questioning, debate and critical thinking, for the purpose of improving lives and advancing society.

Importance of CMA Activities



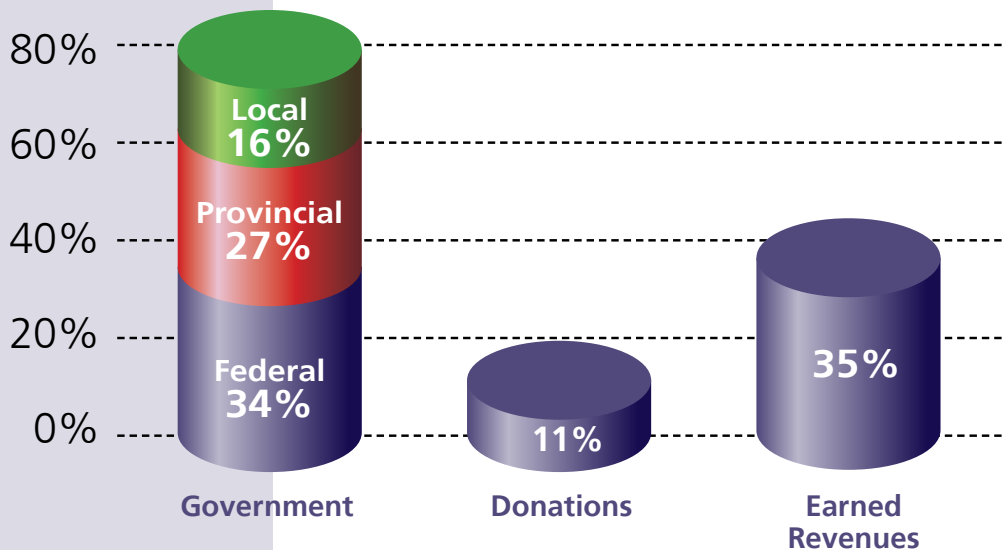
CMA and Change

We have heard from our membership that the three major trends facing the sector are threats to government funding at all levels, changes to the workforce, and the need for more professional development opportunities at every stage. Members are generally satisfied with the CMA, and especially value its role in Advocacy. They would like to see members' input incorporated into CMA data gathering and policy positions. They would like the CMA to be the hub for the exchange of information among members. Partners in the sector recommend greater collaboration and coordination, especially in the areas of conferences and professional development. Members want the CMA to continue to advocate for public funding for museums and also to increase public appreciation of the relevance and value of museums. Opportunities for networking and the formation of partnerships are also of high importance.



CMA's Most Important Role in Next Five Years

CMA's strategic plan responds to these expressed needs and recommendations, and acknowledges the complex environment which the Association and our members will face in the next few years. Canada's museum community is certainly up for the challenge, and the CMA's new Vision, Mission and Strategic Directions will help us achieve our goals as we move forward with our members and partners.



Revenue

inspire
encourage

Vision

Museums are valued public institutions that inspire understanding and encourage solutions for a better world.

Mission

The CMA exists to advance Canadian museums to ensure meaningful connections with their communities by providing leadership, fostering a national museum community, and increasing the value of museums to society.

CMA Values

Leadership:

We value enhancing the leadership skills of museum professionals at all levels to further the goals of the CMA and the museum community.

Innovation:

We support innovation for the association and the community and we seek different ideas and embrace new approaches to enhance the value of museums in society.

Social Benefit:

We believe that museums exist to achieve public good.

Inclusiveness:

We embrace inclusion by respecting diversity and seeking different perspectives and opinions.

Collaboration:

We believe in the benefits of partnerships and working together to bring greater strength to the community as a whole.

Membership:

We value the participation of members, which strengthens our profession.

inclusion
innovation
participation

Long-Term Goals

Goal 1

Museum professionals have the required information, tools and resources, and effective networks to connect with each other and the sector.

Goal 2

Museums are integral public places.

Goal 3

Museums have the financial resources and community support to do their work.

Goal 4

The CMA is the respected, valued and trusted national leader in the museum community.

Goal 1

Museum professionals have the required information, tools and resources, and effective networks to connect with each other and the sector.

Outcomes	Objectives Short Term	Objectives Medium Term	Objectives Long Term	Measures
The CMA and its partners offer effective national training and professional development.	The CMA will work with partners to undertake a museum training and professional development needs assessment.	Building off the results of the needs assessment, the CMA will work with partners to develop a national training and professional development strategy.	The CMA will work with key partners to implement and subsequently monitor the national museum training and professional development strategy.	<ul style="list-style-type: none"> • Such partners as PMAs, as well as leading post-secondary and museum institutions participate in the process. • A thorough needs assessment is undertaken. • A national museum training and professional development strategy is developed and implemented.
A new CMA information hub makes more data and research accessible to members.	<p>The CMA will launch an online information hub on Canada's museum sector.</p> <p>We will encourage members, stakeholders and partners to contribute information to the hub.</p> <p>We will promote the use of the information hub by museum professionals.</p>	Continue to grow the information hub to ensure members have the data and research needed to make informed decisions.		<ul style="list-style-type: none"> • The informative hub is launched. • Members, partners and others are contributing information to the hub. • Level of usage of hub indicates success. • Increased number of resources are made available nationally.
Museum professionals in Canada are effectively networked.	We will work with museum professionals, through the CMA's membership, to determine the most effective networking opportunities to connect them to each other and the sector.	Deliver identified networking opportunities as available resources.	Review networking opportunities to ensure continued relevance and effectiveness.	<p>Networking opportunities are identified.</p> <p>Networking opportunities are delivered and effective.</p>

Goal 2

Museums are integral public places.

Outcomes	Objectives Short Term	Objectives Medium Term	Objectives Long Term	Measures
Museums are open and accessible spaces for all.	Working with partners to develop and implement programs that strengthen museums' ability to be more accessible to all Canadians (for example, the Cultural Access Pass).	Encourage member museums to become integral public spaces by acknowledging those that do through awards, Muse feature articles and social media. Foster mentoring opportunities to encourage change of approach to public participation.	Monitor participation in programs.	<ul style="list-style-type: none"> • Increase usage of programs like the Cultural Access Pass. • A new award of excellence is presented annually recognizing museums that encourage public participation. • Increased communications regarding museums who are integral public places • Mentoring opportunities increase.
The public is aware of the role and significance of museums.		Implement a Canada 150 national communication campaign to increase public appreciation of museums.	Promotional partnerships are developed with media outlets and external partners to expand the public appreciation of museums.	<ul style="list-style-type: none"> • Promotional partnerships are developed and launched. • Communications strategy is implemented. • Increased media attention to museums. • Increased visitation and diversified participation in museum activities.
Museums are contributing to public conversations on issues in their communities.	The CMA will create opportunities for national discussions on the role of museums in such social issues as climate change, health care, youth at risk, etc.	The CMA leads discussions with members and partners; showcases demonstration projects. Recognize and award museums that have an impact in their communities through a new CMA award.		<ul style="list-style-type: none"> • Increased evidence that museums are having an impact on social issues (through media reports, etc.). • A new CMA award for social impact is presented annually. • Museums are recognized for influencing the public awareness of issues.

Goal 3

Museums have the financial resources and community support to do their work.

Outcomes	Objectives Short Term	Objectives Medium Term	Objectives Long Term	Measures
CMA advocacy will improve public policy and programs affecting museums.	Review the CMA's advocacy program to determine its effectiveness at improving public policy and programs that affect museums.	Based on the review, design and implement appropriate advocacy programs that will improve public policy and programs that affect museums. Working with members and partners to develop tools that enable advocacy at the local, regional and provincial level. Develop key sector messages to ensure a consistent voice amongst members.	Monitor the impact of CMA advocacy programs on public policy post-2017.	<ul style="list-style-type: none"> • Links between CMA positions and public positions at federal and provincial levels are evident. • Successful shifts in funding levels occur over time. • Members are advocating in their own communities
Museums have greater capacity to achieve long-term sustainability.	Undertake a study of member museums' financial picture to determine their level of sustainability, including methods for measuring their financial health.	Modify existing programs, tools and resources, and/or develop new ones, that assist museums to create more sustainable organizations.	Implement appropriate programs, tools and resources to support museums' sustainability	<ul style="list-style-type: none"> • Member study is completed. • Metrics are in place to measure the financial health of the sector. • CMA programs support museums achieving sustainability. • Member sustainability improves.

Goal 4

The CMA is the respected, valued and trusted national leader in the museum community.

Outcomes	Objectives Short Term	Objectives Medium Term	Objectives Long Term	Measures
The CMA is governed in an effective and efficient manner.	<p>We will review the governance structure and processes of the CMA in light of current trends in the governance of not-for-profit, national organizations.</p> <p>Review the relationship between the CMA and the Museums Foundation of Canada and determine its future role.</p> <p>Develop a succession plan for the executive director and Board.</p> <p>Improve the training and orientation of the CMA Board.</p>	<p>Implement any required changes to the governance structure and its processes.</p> <p>Make any necessary changes to ensure a transparent and effective relationship between the CMA and the Museums Foundation of Canada.</p> <p>Implement succession plans, as required.</p>	Evaluate the structure and processes, and change as necessary, to ensure effective governance.	<ul style="list-style-type: none"> A review of the governance structure and process is undertaken, and changes are implemented. A decision has been made about the relationship between the CMA and the Museum Foundation of Canada. A succession plan for senior management and the Board is in place. The CMA Board is better informed and more engaged in its governance role.
Membership categories and benefits reflect the CMA's strategic direction.	Review membership categories and benefits to determine the most effective membership structure for the CMA.	Develop a plan to communicate any changes to members.	Evaluate the structure through surveying members.	<ul style="list-style-type: none"> Review is complete. Plan is in place to launch membership campaign. Evaluation is undertaken.
The CMA's partnerships are beneficial.	Evaluate existing partnerships to determine their effectiveness in relation to the CMA's strategic goals, objectives and sustainability.	<p>Expand and diversify beneficial partnerships that meet the strategic goals of the CMA.</p> <p>As necessary, develop formal and informal agreements with appropriate organizations.</p>	Evaluate partnerships for effectiveness and adjust as necessary.	<ul style="list-style-type: none"> Return on investment is positive. Benefits are evident to the CMA and its members. Partnerships are working.
The CMA is an effective organization.	<p>Develop a strategy to increase and engage CMA membership.</p> <p>Develop a plan to diversify funding sources to enable greater organizational stability.</p>	<p>Implement the strategy to increase and engage membership.</p> <p>Implement recommendations, including, but not limited to, a donation/planned giving program.</p>	Monitor the effectiveness of the engagement and development strategy.	<ul style="list-style-type: none"> The CMA membership increases and is more engaged. Members are satisfied with the benefits and programs of the CMA. Funding sources are more diverse.

www.museums.ca

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 work partnerships advocacy

Join the conversation!



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