



Strategic Plan

2009 - 2013



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Preface

The Board of Directors of the Canadian Museums Association (CMA) is very pleased to share with you our direction, values and focus for the coming five years. This Strategic Plan is the culmination of over two years of work, which built upon the core values and principles of the CMA. The CMA has a proud tradition of communicating its directions to its members, beginning in 1981 when the first Strategic Plan was initiated.

The 2009-2013 Strategic Plan articulates our direction for the organization, which highlights the need for working collaboratively with stakeholders and the need for a shared approach to resolving common issues that will ensure the sustainability and development of the museums community in Canada. The challenges that all Canadians are facing will no doubt have an impact on how the CMA moves forward over the next five years. This Strategic Plan takes into consideration this reality, and for this reason the organization believes that now is the time to highlight the nature of our core business to our membership and the general public, by stressing the importance of museums and their impact on Canadian society. This is why the Strategic Plan refocuses the organization on our main values: accessibility, accountability, co-operation, diversity, innovation, integrity, lifelong learning, pride and respect.

The Board is very excited by our new Strategic Plan as it provides the organization with clear direction for the next five years. We welcome and encourage your feedback at any time on issues of concern to you and your institution. The CMA continues to be dedicated and committed to being the inclusive national forum for the Canadian museum community, working to ensure that the natural and cultural heritage of Canada is highly valued, sustained and communicated both within Canada and internationally.

Sincerely,

Andrée Gendreau, President
Jon Tupper, Vice President
Rene Binette, Vice President
Cal White, Past President

Bill Greenlaw, Director,
Penny Houlden, Director
Tony Luppino, Director
Diana Nemiroff, Director
Nancy Noble, Director



VISION:

The CMA will be an inclusive national forum for the Canadian museum community that works to ensure the natural and cultural heritage of Canada is highly valued, sustained and communicated.

MISSION:

The CMA is committed to forge meaningful and lasting connections between Canadians and their cultural and natural heritage, and to support the goals of Canadian museums by:

- Effectively advocating on behalf of our stakeholders for heritage and culture;
- Initiating and enabling dialogue and collaboration with other partners across Canada and internationally;
- Engaging all Canadians in museums and informing them on standards of excellence and developments in the museum field;
- Creating and delivering programs and services that meet the needs of the community.



VALUES:

The CMA will be guided in all its actions by the following values:

- **Accessibility:** The board and the staff of the CMA strive to be consistently accessible and helpful to our members.
- **Accountability:** We answer to our government and museum partners for the results we achieve as responsible stewards of the programs and resources entrusted to us.
- **Co-operation:** We work in concert with our partners to achieve separate but complementary goals in the museum sector.
- **Diversity:** We respect the diversity of Canadian values as revealed through collections of natural and cultural heritage, and encourage its expression through an inclusive approach to the development and delivery of our programs and services.
- **Innovation:** We challenge ourselves constantly to find fresh approaches to best address the needs and concerns of our members and partners.
- **Integrity:** We embrace and promote the highest ethical standards in all our activities.
- **Lifelong learning:** We support the key role of museums in fostering opportunities for lifelong learning.
- **Pride:** We bring pride, passion, and professionalism to our work on behalf of Canadian museums and their publics.
- **Respect:** We value our partners and stakeholders and earn their confidence and trust by carrying out our responsibilities with exemplary diligence, and respect for our shared values.



1 ENSURE THE RELEVANCY OF THE ASSOCIATION: The first strategic priority is to ensure the relevancy of the association. As a service organisation the CMA needs to be relevant to members and will ensure this relevancy by enhancing services to our members, by communicating with authority on museum issues and by investing in the professionalism of the sector. To achieve this we will ensure that the planned strategies are aligned with the proposed objectives and that measures of success are monitored regularly.

- 1.1** Communicate with authority on behalf of the sector about the value of the museums and provide members, sector and the public with informed opinions.
- 1.2** Ensure the continued professionalism of the sector by developing and providing access to an array of training and development opportunities ensuring the sector continues to operate at the highest level of ethical behaviour.
- 1.3** Enhance membership services with a focus on the changing needs of members and the museum sector.

2 SHAPE PUBLIC POLICY AND ADVOCATE FOR THE MUSEUM SECTOR: The second priority is to be a strong advocate for the museum sector and help shape public policy. The CMA must ensure that museums are public policy priorities. To achieve this we will increase the CMA's and its membership's capacity for advocacy and policy development, continuing to advance national policies that will secure increased sustained support for the sector and work with governments in developing effective policies that will benefit and strengthen the museum community.

- 2.1** Increase policy development activities and advocacy efforts by the association and by its members.
- 2.2** Work with governments in developing effective national public policies that will ensure increased sustained support to strengthen the museum community.
- 2.3** Develop an influential voice for the sector.



3 BUILD COLLABORATIVE PARTNERSHIPS THAT BENEFIT THE SECTOR: The third priority is to build collaborative partnerships nationally and internationally that will benefit the sector. This priority will be achieved by seeking, promoting, and expanding collaborations in the form of strategic alliances, partnerships and other linkages.

3.1 Promote and expand collaboration in the form of strategic alliances, partnerships and linkages both within Canada and internationally.

4 ENSURE ORGANISATIONAL SUSTAINABILITY: The fourth priority is to achieve organisational sustainability thus ensuring the long term health of the CMA. This priority will be achieved by ensuring good governance, developing effective human resource practices and enhancing and diversifying revenue sources.

4.1 Ensure good governance.

4.2 Develop effective human resource practices.

4.3 Enhance and diversifying revenue sources.



1 ENSURE THE RELEVANCY OF THE ASSOCIATION

The first strategic priority is to ensure the relevancy of the association. As a service organisation the CMA needs to be relevant to members and will ensure this relevancy by enhancing services to our members, communicate with authority on museum issues and invest in the professionalism of the sector. We will achieve this by ensuring the planned strategies are aligned with the proposed objectives and measures of success are monitored.

Strategic objectives:

- 1.1 Communicate with authority on behalf of the sector about the value of the museums and provide members, sector and the public with informed opinions.**

Activities

Planned Actions

Research

- Partner with organizations on research initiatives
- Conduct qualitative and quantitative research into the role of museums in Canadian society including the economic, scientific, social and cultural roles
- Investigate both the economic, scientific, social and cultural role of museums in Canadian society
- Explore the establishment of a Centre for the Future of Museums
- Examine capacity to develop online public opinion polls
- Conduct national compensation survey

Communications

- Increase the quantity and quality of communications to members, the public and other stakeholders
- Enhance CMA website
- Position CMA as a clearinghouse for general information, new knowledge and emerging issues
- Publish Muse magazine as the leading voice of Canada's museum community
- Review the effectiveness of CMA Bookstore



Activities and Planned Actions *(continued)*

Activities

Visibility and Recognition

Planned Actions

- Develop and evaluate promotional campaigns with a focus on partnerships
- Increase ad sales in Muse and sponsorships for conferences and workshops
- Increase visibility and recognition opportunities of the museum sector
- Continue to celebrate sector excellence through the CMA Awards Program
- Develop new awards to celebrate and recognise sector initiatives

1.2 Ensure the continued professionalism of the sector by developing and providing access to an array of training and development opportunities ensuring the sector continues to operate at the highest level of ethical behaviour.

Activities

Professional Development (Conferences, Summits, Workshops, Seminars)

Planned Actions

- Review current format of the national conference and relevancy
- Plan and deliver annual National Conference
- Seek proposals for future conference
- Evaluate on-going need for future Shop Conference
- Develop and deliver special conferences (summits) workshops and seminars addressing needs of members and sector
- Develop and deliver activities to raise awareness on museum ethics

Grants and Bursaries

- Manage, promote and administer the CMA Bursary Program
- Evaluate current programs and develop options for increased accessibility
- Explore new and increased funding
- Administer Preserving our Canadian Treasures Program



Activities

Jobs and Internships

Planned Actions

- Manage and deliver the Young Canada Works program
- Administer Young Canada Works Internship Program, national and international
- Develop and administer RBC internship program

1.3 Enhance membership services with a focus on the changing needs of members and the museum sector.

Activities

Membership Development

Planned Actions

- Review and evaluated the services the CMA presently delivers
- Conduct a membership survey
- Develop a membership institutional and individual membership recruitment plan
- Enhance existing services and benefits and explore developing new services in response to the needs of members and sector

Measuring Success :

Communicating with authority on museum issues, ensuring the professionalism of the sector and enhancing services to members will result in the CMA's relevance to its members. This result will be measured by the:

- Number and mix of communication activities;
- Number of research initiatives;
- Distribution of grants and bursaries;
- Numbers of jobs and internships created;
- Member satisfaction on professional development activities;
- Amount of ad revenue and sponsorship dollars;
- Individual membership recruitment plan with a 3% growth;
- Number of new memberships received and number renewed.



2 SHAPE PUBLIC POLICY AND ADVOCATE FOR THE MUSEUM SECTOR

The second priority is to be a strong advocate for the museum sector and help shape public policy. The CMA must ensure that museums are on political agendas. This priority will be achieved by increasing the CMA's and members capacity for advocacy and policy development, continuing to advance national policies that will secure increased sustained support for the sector and by working with governments in developing effective policies that will benefit and strengthen the museum community.

Strategic Objectives:

2.1 Increase policy development activities and advocacy efforts by the association and by its members.

Activities

Building
Capacity

Planned Actions

- Create focus groups to discuss policy issues as required
- Develop effective tools for sector organizations to use in promoting the sector
- Develop a strategy and action plan to increase grass roots capacity for museum advocacy
- Continue to champion the need for increased funding for museums so that core issues can be addressed

2.2 Work with governments in developing effective national public policies that will ensure increased sustained support to strengthen the museum community.

Activities

Contribute to
public policy

Planned Actions

- Represent sector to government decision-makers at all levels and present the social, economical and sustainable case for museums
- Generate research-informed policy briefs
- Present the value and impact of museums in the tourism, knowledge and the creative economies



Contribute <i>(continued)</i>	<ul style="list-style-type: none">○ Present museums as key players for Canadians in understanding their heritage○ Present museums as guardians of our national treasures held in the public trusts○ Monitor and contribute to policies on copyright, Nazi looted art, Intangible Heritage UNESCO convention, tax policies, Aboriginal issues and reviews○ Monitor and assess emerging issues and new proposed policies for the sector
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2.3 Develop an influential voice for the sector.

Activities	Planned Actions
Communication	<ul style="list-style-type: none">○ Champion the need for a national museum policy at a federal level○ Aggressively promote the positive successes and their impacts of federal investments in the museum community○ Develop issue specific communications strategies and tools○ Produce and distribute print and web material with key messages promoting the value of museums○ Diversify the use of Communication mix-media

Measuring Success :

Increasing the CMA's and its members capacity for advocacy and policy development, and working with governments in developing effective national public policies to ensure increased sustained support and strengthen the museum community will result in strong advocacy for the museum sector and help shape public policy. The results will be measured by:

- Whether museums are on the political priorities;
- The numbers of presentations developed;
- The numbers of meeting with government officials;
- Number of advocacy activities;
- Number of communication activities.



3 BUILD COLLABORATIVE PARTNERSHIPS THAT BENEFIT THE SECTOR

The third priority is to build collaborative partnerships nationally and internationally that will benefit the sector. This priority will be achieved by seeking, promoting, and expanding collaborations in the form of strategic alliances, partnerships and other linkages.

Strategic objective:

3.1 Promote and expand collaboration in the form of strategic alliances, partnerships and linkages both within Canada and internationally.

Activities

Stakeholder Partnerships

Planned Actions

- Continue to strengthen our partnerships with the Provincial Museums Associations
- Support the further development of the Canadian Federation Friends of Museums
- Provide services to the Canadian Association of Zoos and Aquariums
- Provides membership services to ICOM Canada
- Participate in ICOM national, international committees and advisory committees
- Support the Alliance of Natural History Museums in their annual activities
- Cooperate with the Canadian Aeronautical Preservation Association and other specialized organizations

Sector

Partnerships

- Build co-ordinated efforts with those who share common interests
 - Actively participate in the development of the Visual Arts Alliance
 - Participate and support the activities of the Canadian Arts Coalition
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**Strategic
Collaboration
Public and
Private**

- Seek out new partnerships that are mutually beneficial
- Cultivate and identify shared interests with strategic partners and collaborators
- Participate in the activities organized by the Canadian Fund for International Understanding through Culture
- Work with partners organizations such as Tourism Industry Association of Canada, Conference Board, various universities, etc to deliver the important message of museums value to society

Measuring Success :

Promoting, nurturing, expanding and seeking out new partnerships and alliances will bring benefit to the museum sector. This will be measured by:

- Number of new partnerships and strategic alliances;
- List of benefits to the museum community.

4 ENSURE ORGANISATIONAL SUSTAINABILITY

The fourth priority is to achieve organisational sustainability thus ensuring the long term health of the CMA. This priority will be achieved by ensuring good governance, developing effective human resource practices and enhancing and diversifying revenue sources.

Strategic objectives:

4.1 Ensure good governance.

Activities

Governance

Planned Actions

- Monitor Board governance model
- Review and modify board policies
- Train new Board members on policy governance model



4.2 Develop effective human resource practices.

Activities	Planned Actions
Organisational capacity	<ul style="list-style-type: none">○ Develop succession plans for key CMA positions○ Assess current CMA HR policies with the goal of being an employer of choice○ Review and analyse CMA HR capacity

4.3 Enhance and diversify revenue sources.

Activities	Planned Actions
Fiscal Sustainability	<ul style="list-style-type: none">○ Examine revenue sources and develop a long term revenues strategies○ Review CMA's current Museum Enterprise services○ Increase CMAs group insurance program with a view to moving toward self insurance
Museum Foundation of Canada	<ul style="list-style-type: none">○ Assist the MFC build fundraising capacity○ Establish administrative systems
Training and Capacity Building	<ul style="list-style-type: none">○ Examine the feasibility and need for leadership training and other training as indicated by sector

Measuring Success :

Ensuring good governance, combined with effective human resource practices and enhancing and diversifying revenue sources will result in organisational sustainability ensuring the long term health of the CMA. This result will be measured by:

- Board members clearly understand and agree with CMA governance model;
- Succession plans for key positions;
- Updated HR policies;
- Increased membership revenue;
- Increased growth of the CMA insurance program;
- Report on Museum Enterprise services;
- Museum Foundation of Canada business plan;
- Report on high level training.